

GEN Z AND MILLENNIAL EMPLOYEE TAKE-ACTION PLAYBOOK

PREPARED FOR



CREATED BY



INTRODUCTION

by Robert G. Darden, CAE, CMP

Executive Vice President

Distribution Contractors Association

The Distribution Contractors Association (DCA) is committed to helping our members and the industry in general to attract new workers to a career in the underground construction field. Growth in our industry is increasing exponentially as more and more underground facilities are aging and need to be repaired or replaced.

At the same time our workforce is aging and retiring, leaving a growing gap in the workforce. As we strive to understand our members' evolving workforce needs, we must consider the role that Millennials and Gen Z are playing in driving change across the industry and specifically what role these generations will play in our future growth and success.

Millennials and Gen Z represent a significant driver of future growth, but what is most notable about their impact is the mindset that they represent, and how their influence resonates across generations. Understanding this mindset is helping to shape how we communicate with each other, and the companies in the underground construction industry communicates with the upcoming generations.

Millennials and Gen Z are at the forefront of innovation and trends. They are the first generations of digital natives having grown up with digital technology integrated into every aspect of their lives. They seek unique and personalized experiences, deeper connections with the people and places around them, and

they want to document it all on the platforms that are part of their everyday lives.

To better understand the mindset of the younger generations and guide our efforts in reaching Millennials and Gen Z in a meaningful way we have partnered with the Center for Generational Kinetics (CGK). CGK is familiar with DCA and its membership, having conducted three extensive studies on recruiting, onboarding, and a digital review of our electronic communications.

In collaboration with CGK, we are pleased to offer you this Take-Action Playbook that provides you and your team with the tools to assess your needs and develop the best solutions to tailor your offering to the Millennial and Gen Z mindset. By using this playbook, you will discover new methods to attract the younger generations to your company, generating measurable results both quickly and for the long-term.

We challenge you to consider the mindset of the Millennials and Gen Z as you look to the workforce of the future. We are excited to share this Playbook, and look to discovering ways to bring them into the underground construction workforce.



TABLE OF CONTENTS

4	Setting the Stage	
4	Who is CGK?	
5	Who are Gen Z and Millennials?	
6	Methodology	
7	How to use this Playbook	
8	The Process	
9	Outline	
10	Let's get Started	
10	Disclaimer	
11	PART 1 – RECRUITING	
	12	Scorecard
	14	Section 1 › Building an employment brand that attracts applicants
	17	Section 2 › Website best practices to attract applicants
	19	Section 3 › Building a social media presence that attracts applicants
	22	Section 4 › Managing your company's online employment ratings and reviews
	24	Section 5 › Messaging your career opportunities effectively in job postings
	27	Section 6 › Application process – Best practices for attracting Gen Z and Millennial applications
	29	Three-phase action Plan
34	PART 2 – ONBOARDING	
	35	Scorecard
	37	Section 1 › Pre-Onboarding – Connecting with a New Hire before their first day at work
	39	Section 2 › The first 30/60/90 days – A high-level overview
	41	Section 3 › New Hire Orientation – Gen Z and Millennial employee expectations
	43	Section 4 › Using mobile technology with Gen Z and Millennial New Hires
	45	Section 5 › Connecting New Hires with team members and supervisors
	47	Three-phase Action Plan
52	PART 3 – TRAINING	
	53	Scorecard
	55	Section 1 › Creating and messaging a clear training pathway that appeals to Gen Z and Millennial employees
	57	Section 2 › What it takes to be a good manager – Gen Z and Millennial perspectives
	59	Section 3 › On-the-job training and connecting Gen Z and Millennials with skilled team members
	61	Section 4 › Self-directed training – How to leverage online training and increase training completion and compliance
	63	Section 5 › Management training that appeals to Gen Z and Millennial leaders
	65	Section 6 › Mentoring management trainees
	67	Three-phase Action Plan
72	PART 4 – RETENTION	
	73	Scorecard
	75	Section 1 › Building an employee-centric work culture that helps retain Gen Z and Millennials
	77	Section 2 › Creating a fun work environment that helps retain Gen Z and Millennial employees
	79	Section 3 › Promotion expectations of Gen Z and Millennial employees
	81	Section 4 › Performance feedback expectations of Gen Z and Millennial employees
	83	Section 5 › Recognition needs of Gen Z and Millennial employees
	85	Three-phase Action Plan

SETTING THE STAGE

The distribution contractor industry has a tremendous legacy, experienced leaders, and immediate opportunities for dramatic growth—if it can hire the people the industry needs.

The challenge is that the industry has been unable to meet its Gen Z and Millennial employment recruiting and hiring needs. This has limited the industry's revenue growth and delayed attracting and developing its next generation of leaders in adequate numbers.

Each DCA member company must begin a recruiting transformation that will determine the future of its workforce, starting today. This playbook, based on comprehensive research studies led by DCA and the Center for Generational Kinetics, will show you how to attract more Gen Z and Millennial-aged applicants to your company. Implementing these research-based insights and strategies will help you grow your business now and long-term.

WHO IS CGK?

The Center for Generational Kinetics is the #1 Gen Z and Millennial research, speaking, and consulting firm. Working with more than 160 clients annually, CGK solves tough generational challenges through original research, on-site innovation, and consulting solutions tied to measurable outcomes.

CGK's team of Ph.D. researchers and speakers have been featured in hundreds of media outlets around the world from 60 Minutes to the Wall Street Journal. The team is passionate about breaking through generational myths and stereotypes with real data and unlocking the value of every generation as customers, employees, and neighbors.



WHO ARE GEN Z AND MILLENNIALS?

The oldest members of Gen Z are now approximately ages 18–23, entering the workforce in large numbers, and driving all emerging digital recruiting and job applicant trends.

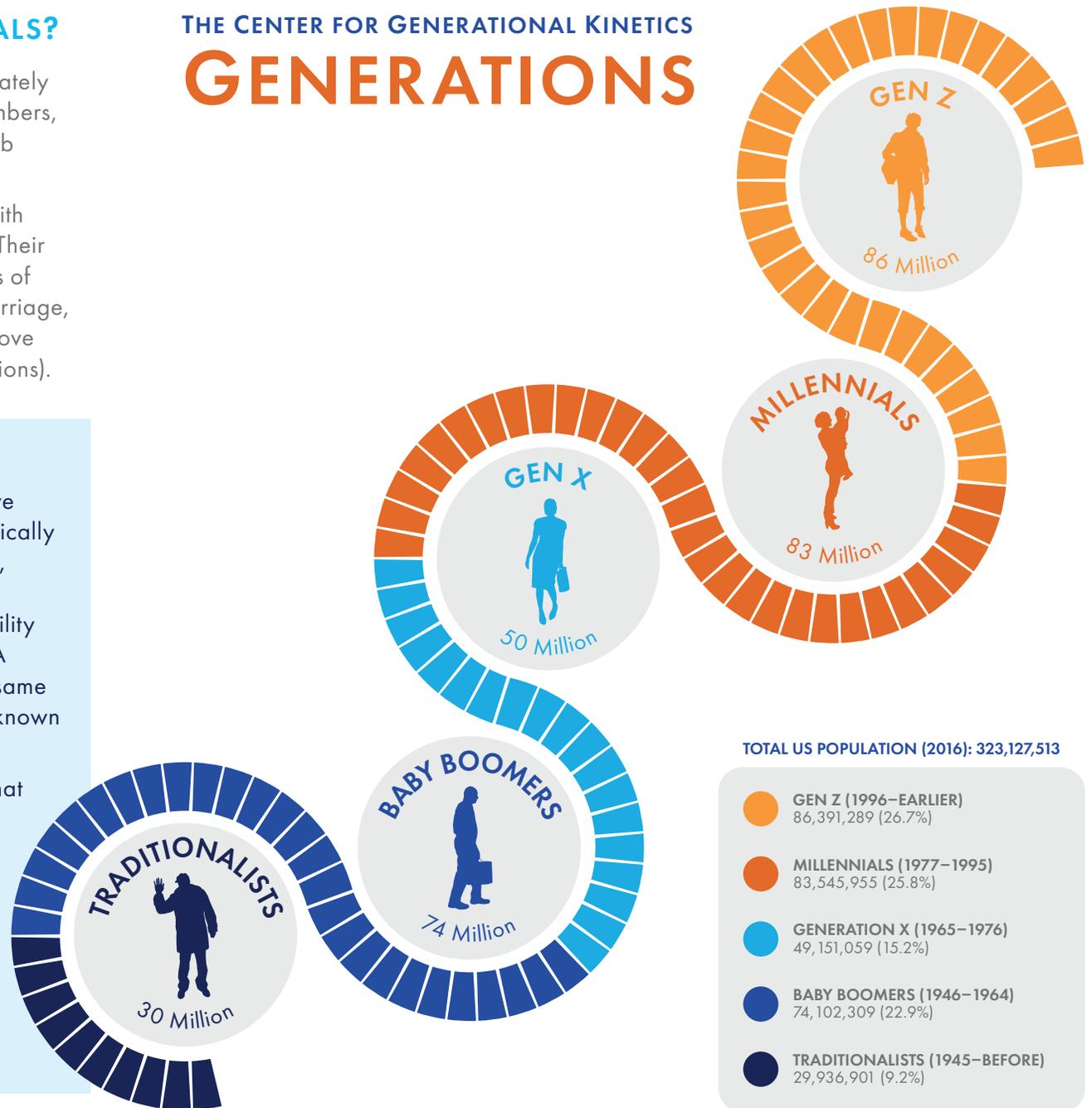
Millennials are currently about ages 24 to 42, with the average Millennial age now being over 30. Their overall age range covers most of the key markers of adulthood, from professional career entry, to marriage, kids, buying a home, and more (but all of the above are happening later in life than previous generations).

What is a generation?

At The Center for Generational Kinetics (CGK) we define a generation as a segment of a geographically linked population that experienced similar social, cultural, and technological events at roughly the same time in the maturation leading to predictability by scenario. That is a lot of fancy words to say: A generation is a group of people born about the same time, raised in about the same place, otherwise known as a birth cohort.

At CGK, we believe generations are not a box that everyone fits neatly inside, but rather powerful, predictive clues to faster connect with and influence behaviors with people of different ages. When it comes to employment, from recruiting all the way to retention, the ability to leverage generational clues to drive better outcomes is a helpful strategy that can benefit every generation!

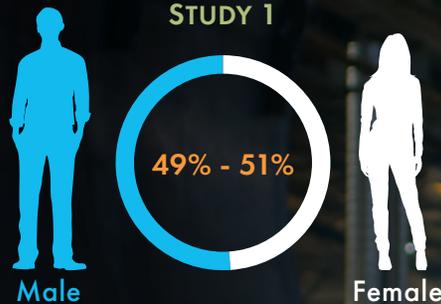
THE CENTER FOR GENERATIONAL KINETICS GENERATIONS



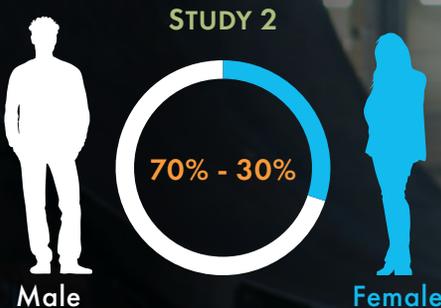
METHODOLOGY

In 2018, DCA commissioned CGK to lead two nationally representative studies to uncover the key drivers of recruiting and retaining Gen Z and Millennials to careers in the distribution contractor industry.

The first study focused on attracting Gen Z and Millennial employees and had 1,008 participants, ages 18 – 30, from across the United States, weighted to the U.S. Census for age, gender, and geography. 49% of the respondents were men and 51% were female.



The second study focused on training and retaining Gen Z and Millennials and had 1,005 participants ages 18 – 30, from across the United States, weighted to the Census for geography. 70% of the respondents were men and 30% were female. All participants said they would consider starting a career in the distribution contractor industry.



The findings and recommendations found in this playbook are largely derived from each of these studies.

The entire findings can be accessed through DCA's Workforce Findings web page. Login required.
<https://dcaweb.org/page/WorkforceFindings>



HOW TO USE THIS PLAYBOOK

Individual vs Team Review

Depending on the size of your business, you can work through the parts of this playbook independently or assign different portions of the playbook to different teams or team leaders. The benefit of a team approach is that it can offer more diversity of thought. However, coordinating a team and building consensus on strategic goals may require more time and effort.

If you decide to build a team, consider including diversity of age, gender, position, experience, skillset, and thinking style. If you plan on making changes to current processes and procedures, choosing individuals with a forward thinking or 'can do' attitude is critical for success. Also, choose individuals who are comfortable sharing their candid assessment and ideas; they will help bring new thinking to the table when considering strategic goals and tactics for implementation.

THE PROCESS

As you walk through each of the four parts of the playbook, you will notice that each part follows a similar process.



ASSESSMENT SCORECARD

You can use the questions in the scorecard to rate your company on each major topic, specifically relating to expectations of Gen Z and Millennial employees and potential employees. You can use this score as a metric to track progress. After you've implemented the strategic plan for that part, you can come back and rate your company afterwards using the same questions. You can compare before and after scores to see how your company has improved.



TEAM SCORING

If you decided on a team approach, ask each team member to score the company independently. Then collect the anonymous scores and average them for an overall team score on each part. You can use this process before and after implementation to track overall company progress.



FINDINGS REVIEW

Each part has key research-based insights your company can use to adapt to Gen Z and Millennial employee expectations. For each topic in the part, we share statistics from DCA's two 2018 national studies and explain key findings from this research.



STRATEGIES

Then we provide suggested strategies on how to apply the research. Customize strategies to your organization's culture and resources.



SPECIFIC COMPANY GOALS

For each topic, we will ask you to create a specific goal from the suggested strategies. You can also write one you create yourself, based on your company's data. Refer to these goals at the end of each major part before you start the three-phase action plan for that part.



THREE-PHASE ACTION PLAN

This customized action plan is the key takeaway from each major part of the playbook. You and your team will prioritize the top strategic goals your company decides are most important. Then you will brainstorm tactics and actions for each goal. Finally, you will assign an owner for each goal and establish a timeline for the completion of each action.

CONTENT OVERVIEW

PART 1: RECRUITING

- Building an employment brand that attracts applicants
- Website best practices to attract applicants
- Building a social media presence that attracts applicants
- Managing your company's online employment ratings and reviews
- Messaging your career opportunities effectively in job postings
- Application process – Best practices for attracting Gen Z and Millennial applications

PART 2: ONBOARDING

- Pre-Onboarding – Connecting with a New Hire before their first day at work
- The first 30/60/90 days – A high-level overview
- New Hire Orientation – Gen Z and Millennial employee expectations
- Using mobile technology with Gen Z and Millennial New Hires
- Connecting New Hires with team members and supervisors

PART 3: TRAINING

- Creating and messaging a clear training pathway that appeals to Gen Z and Millennial employees
- What it takes to be a good manager – Gen Z and Millennial perspectives
- On-the-job training and connecting Gen Z and Millennials with skilled team members
- Self-directed training – How to leverage online training and increase training completion and compliance
- Management training that appeals to Gen Z and Millennial leaders
- Mentoring management trainees

PART 4: RETENTION

- Building an employee-centric work culture that helps retain Gen Z and Millennials
- Creating a fun work environment that helps retain Gen Z and Millennial employees
- Promotion expectations of Gen Z and Millennial employees
- Performance feedback expectations of Gen Z and Millennial employees
- Recognition needs of Gen Z and Millennial employees

THANK YOU FOR LEADING THIS JOURNEY WITH YOUR TEAM!

Using the tools in this playbook, you can apply the findings from each DCA study and CGK's Generational Lens™ at your company to take specific actions that can drive measurable results with Gen Z and Millennial applicants and employees.

DCA and CGK are excited to share this playbook with you and join you on your journey to attract Gen Z and Millennials to long-term careers at your company.

LET'S GET STARTED!

IMPORTANT DISCLAIMER - Please Read Carefully

This Gen Z and Millennial Take-Action Playbook was prepared by The Center for Generational Kinetics, LLC ("CGK") specifically for Distribution Contractors Association ("DCA"). The data, strategies, recommendations, and other information in this Playbook were developed specifically for DCA based on information researched by and provided to CGK at the time the Playbook was prepared. Any reader using the information in this Playbook should be sure to comply with any regulations, guidelines, or requirements applicable to such individual or entity. Any action you take upon the information in this Playbook is strictly at your own risk. In no event will CGK or DCA, or any of their related affiliates, agents, owners, officers, representatives, or employees, be liable to you or anyone else for any decision made or action taken in reliance on the information in this Playbook or for any losses or damages related to such actions.



PART 1 ›

RECRUITING GEN Z AND MILLENNIALS TO THE DISTRIBUTION CONTRACTOR INDUSTRY

10 minutes

25 minutes

20+ minutes

12 Participant Self-Assessment Scorecard: Recruiting Impact

Key Insights and Learnings from Research:

- 14 Section 1 › Building an employment brand that attracts applicants
- 17 Section 2 › Website best practices to attract applicants
- 19 Section 3 › Building a social media presence that attracts applicants
- 22 Section 4 › Managing your company's online ratings and reviews
- 24 Section 5 › Messaging an industry career effectively in job postings
- 27 Section 6 › Application process – best practices for Gen Z and Millennial applicants
- 29 **Three-phase action plan**



This scorecard is a helpful tool to rate your company's Gen Z and Millennial recruiting impact and identify where you can quickly increase engagement and align with Millennials' high expectations about your company's brand and recruiting initiatives.

Rate the various elements of your company's Gen Z and Millennial recruiting strategy on a scale of 1 to 5 for each of the 10 questions below, with 5 being the best rating and 1 being the lowest rating. Once you complete rating each question, you will be able to create a total Recruiting Impact Score between 10 and 50. This score reflects the impact level your current systems are having in recruiting Gen Z and Millennial applicants.

SCALE:

- 5** Absolutely outstanding
- 4** Almost there, but could take it up a notch
- 3** A start, but needs improvement
- 2** Occurs occasionally, but not consistently
- 1** Does not currently happen or exist

PARTICIPANT SELF-ASSESSMENT SCORECARD: RECRUITING IMPACT

1. Does our company attract a diverse group of applicants, aligning with Gen Z and Millennial employees being the most diverse generation in history? Low **1** **2** **3** **4** **5** High
2. Does our company's website convey a compelling employment brand to potential Gen Z and Millennial applicants through tag lines, images, and video? **1** **2** **3** **4** **5**
3. Does our company website, and especially our Careers page, work well and is it easy to navigate on mobile devices? **1** **2** **3** **4** **5**
4. Do our company's social media accounts convey a true sense of what it is like to work at our company for potential Gen Z and Millennial applicants? **1** **2** **3** **4** **5**
5. Does our company post jobs, and can Gen Z and Millennials start a job application directly from our social media accounts? **1** **2** **3** **4** **5**
6. Is it easy for Gen Z or Millennial applicants to find employment information or reach out for more information on our website or social media accounts? **1** **2** **3** **4** **5**
7. Does our company effectively manage online ratings and reviews? **1** **2** **3** **4** **5**
8. Do our job descriptions clearly reflect our values, mission, and highlight benefits that attract Gen Z and Millennial applicants? **1** **2** **3** **4** **5**
9. Can a Gen Z or Millennial quickly start the application process on a mobile device? **1** **2** **3** **4** **5**
10. Does our company create a great applicant experience from attracting to screening and from interview to hire? **1** **2** **3** **4** **5**

Total = _____



SCORECARD RESULTS

Tally your score from the previous page and compare your results to the legend below. For team scoring, collect scores anonymously and average them for an overall score.

SCORING YOUR COMPANY

45-50 = Gen Z and Millennial recruiting rock star - Keep up the good work!

40-44 = Gen Z and Millennial recruiting strategy is solid but could be improved

35-39 = Gen Z and Millennial recruiting strategy is average and needs some work

Below 35 = Low Gen Z and Millennial recruiting strategy – Let's get to work!

DRIVING SUSTAINED RESULTS

1. Give your team a high five for all the questions rated 4 or 5. Make sure you are staying up to date with the latest changes in websites and especially social media, because these can change quickly.
2. Focus on the areas where your company rated 1-3. You can make quick changes to increase your effectiveness in recruiting Gen Z and Millennials and drive results.
3. Continue using this scorecard to improve your Gen Z and Millennial recruiting efforts! Tracking your progress will show how many gains you've made over time.

KEY INSIGHTS AND LEARNINGS FROM RESEARCH:

SECTION 1:

BUILDING AN EMPLOYMENT BRAND THAT ATTRACTS APPLICANTS

What is an employment brand?

An employment brand is a targeted campaign to promote your company to potential applicants. The goal of building and messaging a consistent employment brand is to become a sought-after employer so that potential applicants will be inspired to apply for positions at your company. Applicants have many choices of industries and companies, so you want your company to stand out and be the top choice.

Main elements of an employment brand include telling your company's origin story, communicating your culture and values clearly, and showing a potential applicant how they can build a successful career at your company.

A great employment brand is consistent, compelling, and memorable. Assets like your company's logo, photos, and even the candidate experience can play a part in communicating your employment brand to people who don't know about your company.

What are the top two concerns that cause people not to apply to the pipeline construction industry?

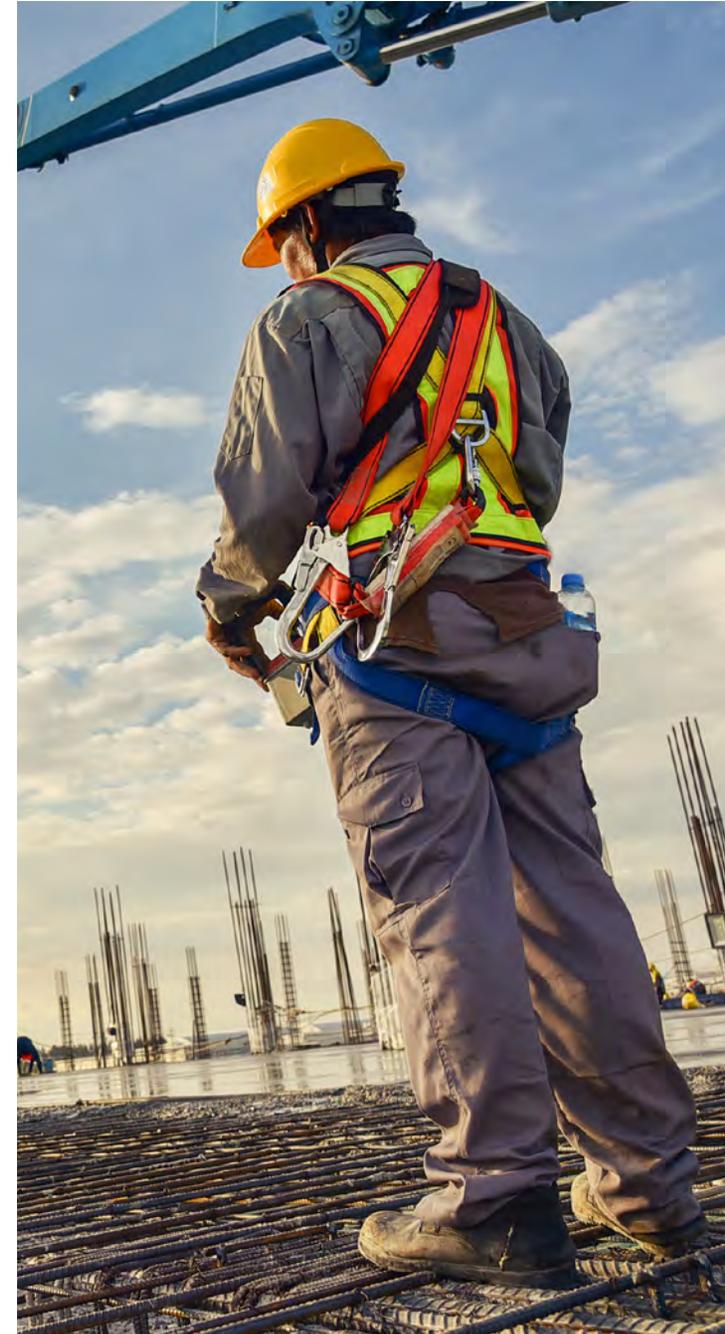
In DCA's study of Gen Z and Millennials, we found that 52% of potential applicants would not consider a position in the pipeline construction industry because they didn't have enough knowledge of what the job consisted of and 54% didn't think they had the necessary skills. These were the top two barriers out of the 14 provided in the question, including safety concerns. Lack of information trumps even physical safety concerns (38%) and this knowledge gap can be easily solved by employment brand messaging! (S1, slide 18, Q5)

What inspires Gen Z and Millennials to choose one industry over others?

When choosing an industry, the top three things that inspire Gen Z and Millennials are

1. Financial success
2. Positive impact (helping people)
3. Work environment (how employees are treated)

You can address these key drivers with messaging your employment brand. (S1, slide 9, Q2)



What inspires Gen Z and Millennials to choose a particular job over others?

When choosing jobs to apply for, Gen Z and Millennials find these opportunities to be the most appealing.

These needs are the most important out of a long list of 12. This is great news for your company. Messaging how Gen Z and Millennials can develop and learn skills at your company is a core part of employment branding for this applicant group. (S1, slide 8, Q1)

How appealing are each of the following aspects of a job to you? (Very appealing - Not at all appealing)





KEY STRATEGIES:

1. If your company doesn't have a clear, consistent employment brand, now is the time to create one to appeal to younger generations. Here's a checklist of some key aspects of an employment brand to think through and decide on how your company will approach and message to Gen Z and Millennial applicants:
 - Most current company logo should be used consistently on all recruiting materials
 - Compelling photos and videos of Gen Z and Millennial employees engaged in their jobs
 - Memorable tagline "Building America's foundations together" or "We connect America" a specific employment tag line for your Careers page "Come build your future with us" or "Connect with us to help build communities"
 - Employee testimonials especially from Gen Z or Millennial employees
 - Your company's mission or vision – in one sentence
 - Your company's top values that make working at your company different than the rest
 - A compelling company origin story
 - A candidate experience that is Gen Z and Millennial friendly
 - Content and stories that directly answer questions and appeal to Gen Z and Millennial key drivers
2. If your company has an employment brand in place, evaluate the various aspects of it in light of the research findings. Decide if any updates are needed. Ensure your company's employment brand is consistently messaged throughout all digital channels and applicant collateral.
3. If your employment brand is currently attractive to Gen Z and Millennial applicants, and your recruiting pipeline is hopping, evaluate your candidate experience. How do you communicate with applicants? How long does the hiring process take? Is your candidate experience mobile friendly? Evaluate if there are any improvements needed.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can do to improve your employment brand, especially with Gen Z and Millennial applicants?

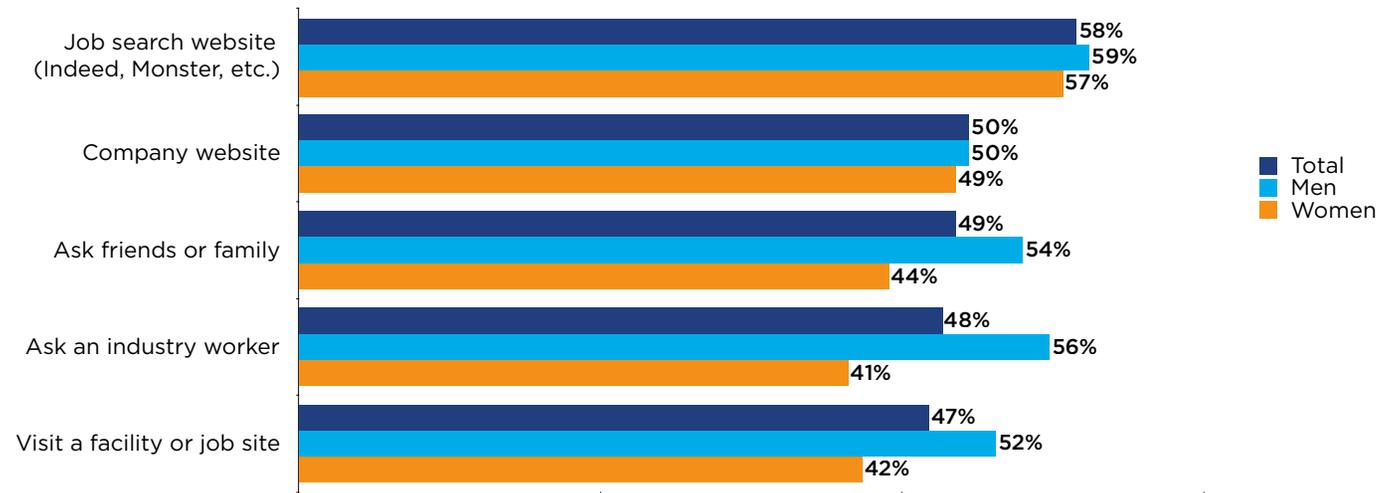
SECTION 2: WEBSITE BEST PRACTICES TO ATTRACT APPLICANTS

Where do Gen Z and Millennial candidates go to find jobs in our industry?

We asked survey participants which methods they use the most to search for jobs in the pipeline construction industry. The top two places for job search were online: 58% of participants said they go to a job search website like Indeed or Monster and 50% said they'd visit a company's website. This finding means two things for your company: (S1, slide 17, Q10)

1. Your job descriptions should be written from a marketing standpoint to capture the most attention on job sites. An example: 50% of applicants under 30 years old said that the starting salary range must be on a job description in order for them to apply. Learn more about writing job descriptions on page (24-25) (S1, slide 21, Q17)
2. Your company's website must appeal to customers and applicants.

How likely would you be to use each of the following methods to search for available jobs in the underground pipeline/utility construction industry? (Not at all likely - Very likely)



How do we make our company website appeal to applicants?

Here are six key components of making your company's website more appealing to Gen Z and Millennial applicants:

- **Clear Call to Action:** From your homepage, do Millennials and Gen Z know where to go first to learn about jobs? Is there a clear and compelling call to action button to get them there?
- **Compelling Company Brand:** Do Millennials and Gen Z immediately get a strong feeling for what the company brand stands for or what makes the company unique?
- **Minimal Text:** Is text offset with bullets and icons? Is it easy to find information using buttons instead of drop-down menus?
- **Mobile Friendly:** Is the company website easy-to-use on both laptop and mobile screens of different sizes?
- **Use of High-Resolution Photos and Video:** Are images and videos used to communicate the company's brand and do they align with Gen Z and Millennials' life goals and expectations for diversity?
- **Photos Reflect the Audience:** Do Gen Z and Millennials see employees who look like them on the website and in leadership roles?
- **Employee Testimonials:** Include career pathway with employee testimonials



KEY STRATEGIES:

1. The most important aspect of making your company's website applicant friendly, especially for Gen Z and Millennials, is that **it is easy to use on mobile devices**. Try this activity: Take out your phone and search for your company's website. Can you read the text well on the phone? How do the images look? If the text and images are small and you must pinch to zoom, your website is not responsive. This is the first thing you need to fix. Updating your company's website to be mobile responsive will also benefit any customers you have coming to the site since the majority of search is now on mobile devices.
2. If your company's website is already mobile friendly, take a look (on your phone) at how easy it is to navigate to the Careers page where your job postings appear. Is there a clear and prominent Call to Action button on your company's homepage that takes you (in one tap) to the Careers page? Are the jobs listed current, easy to search, and clearly categorized?
3. If your company's website is doing well in these areas, evaluate your employment brand. Get fresh eyes if you need to—by asking a Gen Z or Millennial to look at and give feedback on the website when they see it on their phone—so you hear how effectively your website is messaging what it is like to work at your company. Are the images and videos vibrant, compelling and directly addressing Gen Z and Millennial application drivers (see key drivers from page 14)?



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can do to improve its website to appeal more to Gen Z and Millennial applicants?

SECTION 3: BUILDING A SOCIAL MEDIA PRESENCE THAT ATTRACTS APPLICANTS

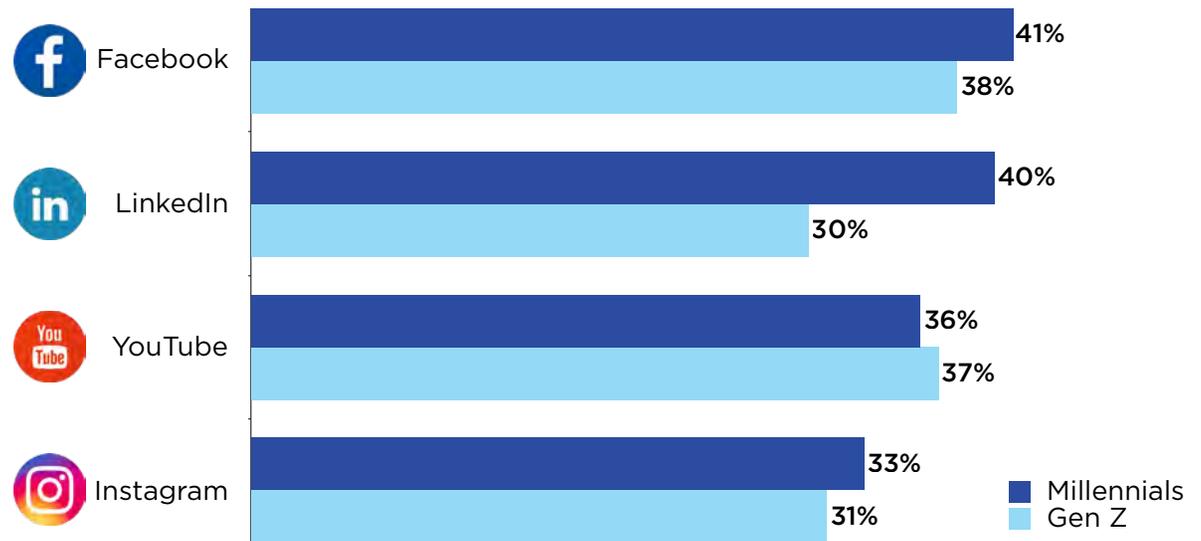
Social media has grown from a digital space where people post pictures and videos of themselves, to a marketplace where brands and companies interact with customers and a recruiting space where companies attract potential employees. Since many Gen Z and Millennials spend hours a day on social media platforms, their role as key channels for recruiting grows more important every day.

In fact, when we asked Gen Z and Millennial participants across America which social media platforms they would use to search for positions at a pipeline construction company, here were the results. (S1, slide 18, Q21)

Gen Z and Millennials are searching and applying for jobs on social media. Your company can quickly leverage these findings to attract more applicants through this channel. The following list can help you evaluate your social media strategy and help build your company’s social media channels into a productive recruiting tool.

For some companies, separating their customer-facing social media from their recruiting-focused social media makes the most sense. This is usually the case for large employers that have separate marketing and recruiting departments and the personnel to run these accounts separately. For smaller companies, combining both into one account makes the most sense. The posts can be identified by a social media hashtag such as: [#\[company name\]recruiting](#)

How likely would you be to use each of the following social media platforms to search for available positions at an underground pipeline/utility construction company? (Very unlikely - Very likely)



BUILDING YOUR SOCIAL MEDIA INTO AN EFFECTIVE RECRUITING TOOL:

1. Does your company have active accounts on at least 3 of the following social media platforms: Facebook, Instagram, LinkedIn, YouTube?
2. Do your company's social media accounts have new activity in the form of posts, pictures, or videos posted at least once per week?
3. Does your company post job openings to LinkedIn, Facebook, and Instagram (and possibly YouTube) and link directly to the company's website employment page?
4. Are company employees regularly recognized and celebrated by highlighting their milestones, achievements, awards, and accomplishments on social platforms?
5. Are your company's community events and community participation highlighted across the company's social media platforms including pictures and videos of company employees participating?
6. Are responses to comments or questions made quickly? Are negative comments calmly and sincerely addressed right away or resolved offline immediately?
7. Does your company make use of hashtags to emphasize the positive aspects of working at your company and to continually direct potential applicants to the company's employment page?
8. Is user-generated content (UGC) encouraged and used on company social media platforms?
9. Are actual employees featured in their own words, pictures, or videos sharing personal experiences and perspectives about what it means to work at your company?
10. Do social media pages feature 'a day in the life' videos to give prospective employees an accurate picture of what it's like to work at your company?

If you are your company's social media department and this list seems overwhelming, you can take one small step at a time to work towards creating a recruiting pipeline on social channels. If your company has a team, then you can fine tune your social channels with these questions.



KEY STRATEGIES:

1. If your company does not yet have active social media accounts, create at least a Facebook (and ideally YouTube) account today. If you need help, reach out to a younger employee or family member who is familiar with the platform. If you have Facebook and YouTube going well, consider adding LinkedIn which has become the de-facto social network for professional networks and job search. You can post similar content across several social media channels, cutting down on the work it takes to post every week.
2. If your company has social media accounts up and running successfully, consider adding job postings to your feeds. This will transform your social media from a source of information about your company to an actual recruiting tool. Images you use should be in line with Gen Z and Millennial expectations for diversity and feature actual employees when possible.
3. If you are already enabling people to start their application process through a social media channel – great! You can up your game by adding “day in the life of...” videos, UGC from employees, and employee testimonial videos. From the research, we know that 28% of participants feel employee testimonials on a company’s social media strongly affect their perceptions of a company’s reputation. (S1, slide 30, Q18) These videos could also be posted again to your company’s YouTube channel. Adding this type of content appeals to the transparency and authenticity Gen Z and Millennials want to see from an employer of choice.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to improve or transform its social media presence to create a more effective Gen Z and Millennial job applicant pipeline?

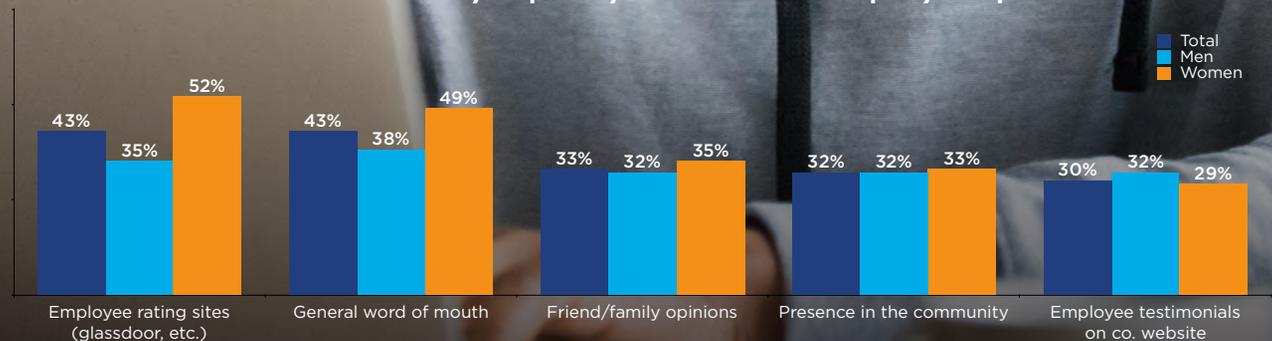
SECTION 4: MANAGING YOUR COMPANY'S ONLINE EMPLOYMENT RATINGS AND REVIEWS

In addition to social media, Gen Z and Millennial job applicants will form a perception of your company's reputation as an employer from online employment ratings and reviews. Websites such as Glassdoor.com are often one of the first places these generations go to find what it's like to work at your company. From the 2018 study, we found that 43% of this group says their view of a company is absolutely impacted by the reviews they read on employee rating sites. This was the highest influencer from a list of eight options given to participants to choose from. (S1, slide 29, Q18)

Clearly, managing your company's reputation on these rating sites is important. It's normal to not have a perfect score on Glassdoor.com, because disgruntled employees are often the most motivated to comment. However, now that you know the importance of Glassdoor.com—and others such as Indeed.com—you can reach out to employees and leaders within your organization and ask them if they would like to write a rating about their employment experience.

Encouraging fans and champions of your company and its culture to write positive comments will offset negative comments over time and more accurately reflect the experience and opportunity of working for you.

Which of these absolutely impacts your view of a company's reputation?





KEY STRATEGIES:

Here are five ways to enhance your company's reputation on Glassdoor or Indeed:

1. Ask current employees who are fans and advocates of your company to write about their work experience at your company. Note that you are not allowed to incentivize their participation.
2. Don't argue with negative reviews online.
3. Respond to negative reviews with empathy when appropriate.
4. Always clear your response to a negative or positive review with a human resources professional before posting.
5. Keep your company's profile up to date so it accurately reflects your current work environment, branding, culture, locations, and mission.

For some employment services, you can't manage or respond to comments unless you sign up for a paying account. For other services, you just need to claim that you are the employer and can do steps 1, 2, and 5 without a fee.



IDENTIFY ONE ACTION TO TAKE:

What is one action your company can take to improve its reputation on Glassdoor.com or Indeed.com?

SECTION 5: MESSAGING YOUR CAREER OPPORTUNITIES EFFECTIVELY IN JOB POSTINGS

During periods of low unemployment, Gen Z and Millennials often have many options for employment. Being strategic about messaging your job openings to appeal to younger generations of workers is more important than ever. Recruiting is marketing, and the job posting is a pitch to potential applicants about why they should consider working for you.

We asked many questions in our national study to discover the hidden drivers of what would influence Gen Z and Millennials to apply to jobs in the distribution pipeline and utility construction industry specifically. The results were very informative.

Introducing potential applicants to the industry:

Since Gen Z and Millennials often have less experience or exposure to your industry, they need to be introduced to the industry in your job postings. We asked participants to choose the most appealing way to describe a company that builds pipelines across America. 21% of participants liked “Infrastructure Development Company,” and another 18% preferred “Pipeline Construction Company.” These descriptions seem to resonate more with Gen Z and Millennials. The description ‘distribution contractor’ came in with only 10% of the vote. (S1, slide 27, Q15)

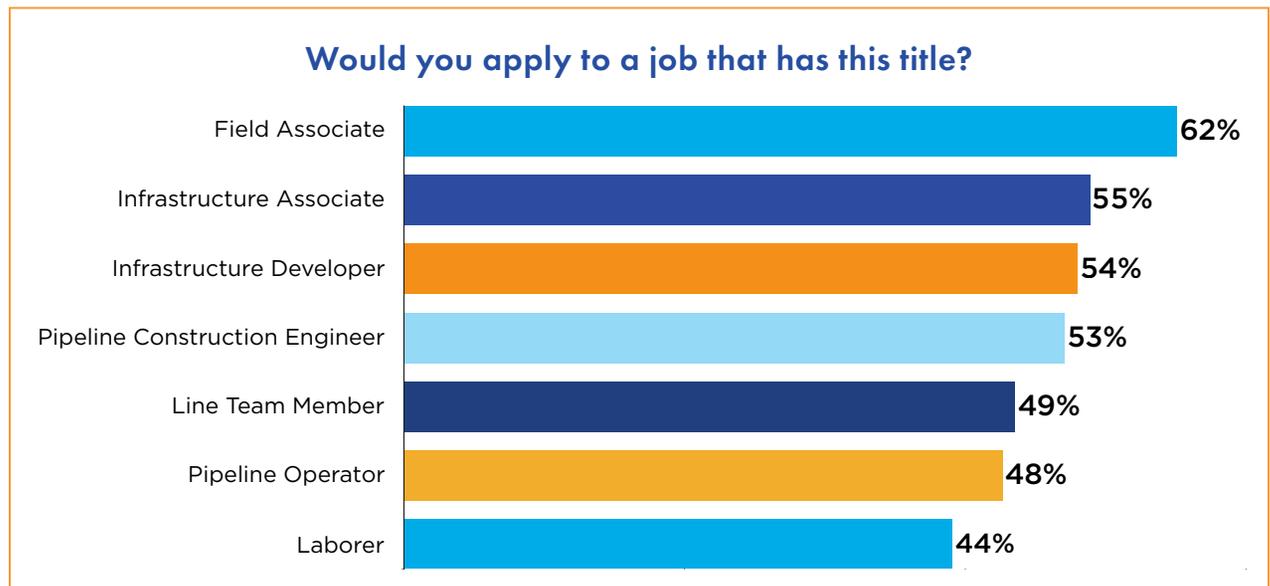
In addition, messaging ‘connecting resources, connecting people’ and ‘building the foundations of America’ were the most appealing to Gen Z and Millennials as the core purpose for companies in this industry. (S1, slide 28, Q16)

Rebranding entry-level positions by simply changing titles:

We also asked participants, ‘would you apply for a job that had this title?’ (S1, slide 26, Q14)

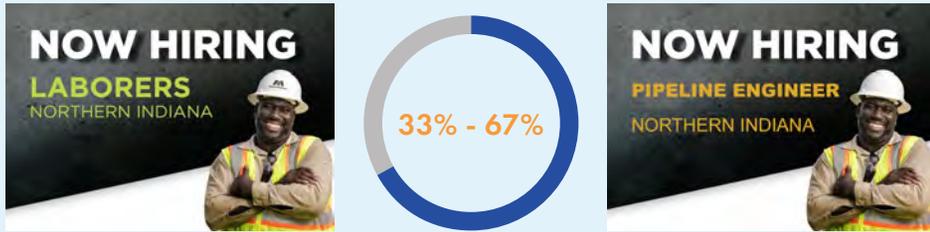
‘Field associate’ was the clear winner from a total of nine options with ‘laborer’ near the bottom of the choices. We also tested ‘pipeline engineer’ in one question which strongly

appealed to Gen Z and Millennial participants. In whatever way your company decides to ‘brand’ entry-level positions, make sure to keep in mind that Gen Z and Millennials value the perception of success. So, if they would be proud to post your job title on Instagram to share with all their friends (and Mom), then it’s probably a title that will attract applicants.

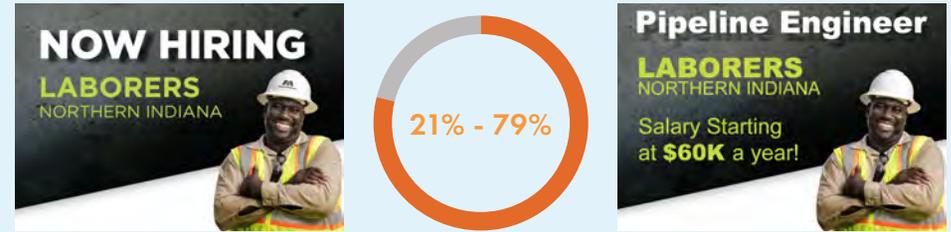


Q21 & Q23. Imagine you want to apply for a job like this. **Which of these job postings would you apply for first?** (S1, slide 31, Q21&23)

Now Hiring Laborers vs. Now Hiring Pipeline Engineer



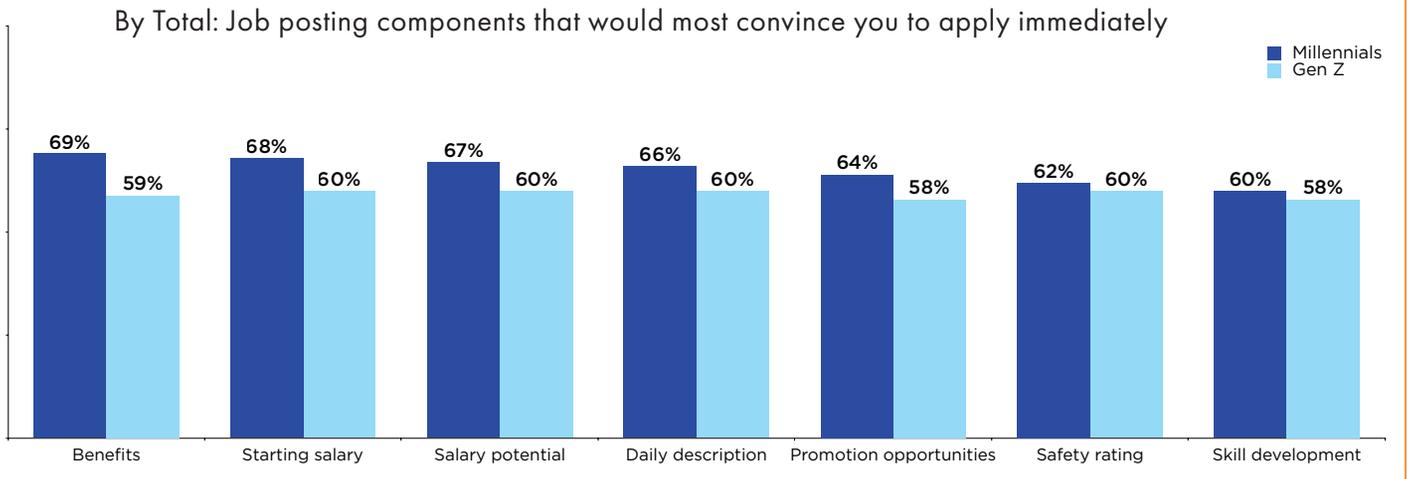
Now Hiring Laborers vs. Pipeline Engineer and Salary



Inspire Gen Z and Millennials to apply by telling the right story:

In addition to introducing applicants to your industry, your company purpose, and branding titles of entry-level positions, job postings must contain specific components to attract Gen Z and Millennial applicants. Each of these 'must have' components are listed here. (S1, slide 22, Q13)

How much would each of the following written components of an underground pipeline/utility construction company online job posting affect your likelihood of applying immediately?
(Does not at all make me want to apply - Absolutely makes me want to apply)





KEY STRATEGIES:

- 1. Apply a marketing lens when writing job postings.**
Write postings to appeal to the point of view of the applicant. What kind of compensation and benefits are offered? What is it like to work at your company? What kind of training will they receive? What does a career pathway look like in your company?
- 2. Focus more on helping the applicant learn about the training you offer** and how they can build a great career at your company and less on listing skills required. Focus on the overall opportunity to be a part of a great team and a great company that's making a difference in the world.
- 3. Design supplemental content and link to it in your job postings.**
This strategic generational content plan targets job seekers ages 18 to 40, with an emphasis on 18 to 25-year-olds who might be entirely new to your industry. Consider core content pieces—such as blogs—with topics that could include: 5 Things to Know about Our Industry, 7 Things to Know About Our Company, and titles such as: How Fast You Can Build Your Career with Us, etc.
- 4. Offer a range of resources to visitors of your Career page.** Gen Z and Millennials prefer online content that is specific to solving a problem or answering a question they have. An FAQ page or series of blog posts about what it is like to work at your company would be ideal, especially a behind the scenes or “day in the life of” video with a company employee their age.
- 5. Test your job postings and track applicant behavior.** Use Google Analytics to see how potential applicants navigate through your Career pages and job postings on your website. Using what you've learned from this research, test different iterations of text—such as different opening paragraphs and lengths—for high-volume entry-level positions to see which approach best appeals to job seekers.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to improve its job postings to appeal more to Gen Z and Millennial applicants?

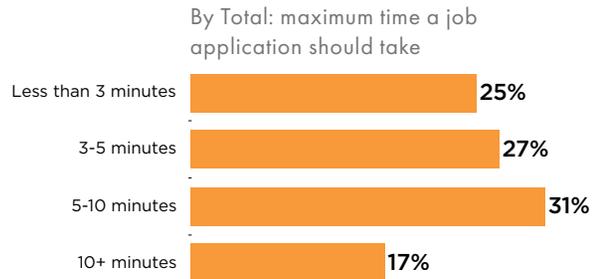
SECTION 6:

APPLICATION PROCESS - BEST PRACTICES FOR ATTRACTING GEN Z AND MILLENNIAL APPLICANTS.

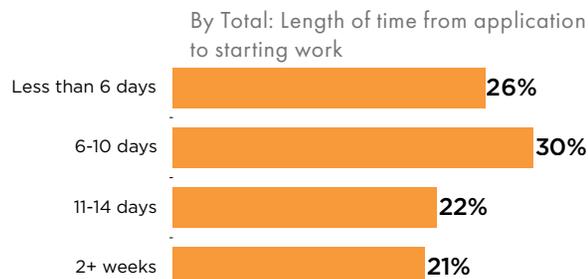
How long should a job application take?

We asked Gen Z and Millennials about their expectations of the job application process. They set a high bar both for time to apply for a job and time from application to hire. (S1, Slide 24, Q25, 27)

What is the maximum amount of time an underground pipeline/utility construction job application needs to take in order for you to apply? Please select one.



How long after you've applied for an underground pipeline/utility construction job should it take until you start your first day of work? Please select one.



What will influence Gen Z and Millennial applicants to accept a job offer?

Benefits and competitive salary most impact Gen Z and Millennials' decision to accept an entry-level position. Including these on the job description, whether as a salary number or range, is a great way to market the position. For some very in-demand positions, including the starting salary or range in advertisements can also drive more initial applicants. Potential employees are also highly influenced by a clear path to advancement, and paid training and development. (S1, slide 12, Q7)

What about starting salary?

We also tested salary expectations for an entry-level position. The majority (54%) of Gen Z and Millennial applicants would accept an entry-level position for under \$50,000. (S1, slide 10, Q3)





KEY STRATEGIES:

1. **Add clear Calls to Action (CTAs) like “APPLY NOW”** on your company’s Home page or Careers page. You can test different CTA copy to see what works best.
2. **Shorten time to apply:** Shorten the time required to start the job application process. Gen Z and Millennials may complete a job application over a few different time periods. The key is to make the first step to applying fast and easy. This will not only drive more job application starts and completions, but also enable you to re-engage those who started an application but did not finish. Try this exercise: How long does it take to start the job application process on your company’s website and on your mobile device? If it is more than 5 minutes, there is work to be done. Note that starting the application could be completing a few questions that can be submitted or saved as an official first step in the process.
3. **Make completing a job application easy on your website.** Gen Z and Millennial job seekers expect the fewest numbers of scrolls, clicks and typing to find the information they want and begin the job application process. Make it easier and you’ll get more applicants to start their application. Try this exercise: Apply for a job at your company through your company’s website. What works well, what needs improvement, and how can you make it easier? Can you save as you go or must you complete the entire form at one time?
4. **Make it easy to apply on a mobile phone:** Reduce the number of clicks needed to apply on a mobile device to as few as possible. Test your job application form and experience on at least 3 different mobile and tablet devices. Try this exercise: Try to apply for one of your company’s open positions on your smartphone. How easy or hard is this process? Take note of difficulties on this applicant pathway and consider how to make the process easier. Consider using an Applicant Tracking System (ATS) that offers a mobile apply feature.

5. **Consider offering initial video interviews at times of day Gen Z and Millennials are available.** Though not part of this study, we suggested this strategy to a client who was a global company struggling to fill entry level positions with Millennial and college-aged Gen Z employees. The company shifted in-person interviews to video interviews at more convenient times of day (9pm - 2am) for these applicants. This resulted in 75% less time spent by recruiters. Most importantly: 9,000 interviews were completed in 10 weeks which created a huge pool of Gen Z and Millennial applicants with better hiring conversions!



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to improve its job application process to attract more Gen Z and Millennial job applicants?

PARTICIPANT THREE-PHASE ACTION PLAN - RECRUITING

PHASE ONE: IDENTIFY THE TOP STRATEGIC GOALS

STRATEGIC GOALS INDIVIDUAL WORKSHEET



Identify what you think are your company's top 3 to 5 strategic goals from the

goals you wrote in each Part. Choose goals with the highest priority overall in these recruiting areas. Try to include at least one goal that is immediately actionable and one goal that involves a longer-term approach in order to be solved.

1

2

3

4

5

PHASE ONE: TEAM MEMBER'S CONSENSUS ON STRATEGIC GOALS

STRATEGIC GOALS TEAM WORKSHEET



If your company chose a team approach, schedule a review team meeting. Use this meeting to select the top 3 to 5 strategic goals or outcomes that your company should focus on first to attract more Gen Z and Millennial job applicants. You can pick these strategic goals by voting on them or they might align with a key initiative already taking place at your company, such as a website redesign. If voting or alignment doesn't lead your team to agree on their top priorities, you can also weigh each goal based on the importance to your company. One of these three approaches will get the job done to identify the top 3 to 5 strategic goals for creating your company's action plan.

1

2

3

4

5

PHASE TWO: BUILD THE ROADMAP



BRAINSTORM SOLUTIONS AS A TEAM

Once your top strategic goals are agreed upon, work as a group to brainstorm solutions or actions you can take to achieve each goal or outcome. These solutions can be based on your individual expertise, our strategies, or your group's brainstorming. The key here is to come up with as many solutions as possible that fit your companies' culture and operational guidelines. You can use any manner of brainstorming process that suits your team, such as ideas written on post-it notes that are attached to a wall, or open dialogue in a group setting.

Evaluate & Choose Specific Solutions as a Team

After the team has created a trove of ideas, actions, and possible solutions to achieve each strategic goal, it's time to pick the top ones that will go into the plan. While this is a team exercise, one person should be in charge of recording the actions that the team decides upon for each strategic goal. This is your initial roadmap for working toward better attracting Gen Z and Millennials to careers at your company.



STRATEGIC GOALS

List the top strategic goal agreed upon

Steps your company will take to achieve this goal

1 _____

2 _____

3 _____

4 _____

5 _____

PHASE THREE: BUILD YOUR TIMELINE



With the list of strategic goals and steps to achieve each one, now assign each

action to one person at your company and agree upon a timeline for completion. We find that both quick wins and longer-term gains are essential when it comes to building your action plan.

Make sure that you have actions and outcomes that can be achieved within 90 days (short-term wins), within 180 days (near-term wins), and more than 180 days (long-term wins).

Choose how you will measure success for each strategic goal and the actions you've identified to achieve it. This helps you to track your progress and get recognized for the hard work you have led to drive measurable gains.



TOP STRATEGIC GOAL

Action Items

Timeline

1

Owner _____

2

Owner _____

3

Owner _____

4

Owner _____

5

Owner _____

ACTION PLAN NEXT STEPS

With your strategic goals, action plan, and timeline, you're now ready to take action. The first step to take action is to share the plan with leadership. These are the leaders who will be responsible for providing resources. They need to understand the steps and your reasoning behind them. You will also agree on when and how you will update leadership to document progress. Some actions will require weekly meetings while others could be monthly.

REVIEW PROGRESS

The key is to make sure that the plan is reviewed at least once per month to ensure actions are being consistently taken and progress made. This way you and your company will start to see the benefits from the plan as fast as possible.





PART 2 ›

ONBOARDING GEN Z AND MILLENNIALS IN THE PIPELINE CONSTRUCTION INDUSTRY

10 minutes

35 Participant Self-Assessment Scorecard: Onboarding

25 minutes

Key Insights and Learnings from Research:

37 Section 1 › Pre-Onboarding – Connecting with a New Hire before their first day at work

39 Section 2 › The first 30/60/90 days – A high-level overview

41 Section 3 › New Hire Orientation – Gen Z and Millennial employee expectations

43 Section 4 › Using mobile technology with Gen Z and Millennial New Hires

45 Section 5 › Connecting New Hires with team members and supervisors

20+ minutes

47 Three-phase action plan

This scorecard is a helpful tool to rate your company's Gen Z and Millennial onboarding experience. This will help you to identify where you can quickly build greater connection and adapt to Gen Z and Millennial's needs and expectations for their first day of work and first week(s) at your company.

Rate the various elements of your company's Gen Z and Millennial onboarding systems and processes on a scale of 1 to 5 for each of the 10 questions below, with 5 being the best rating and 1 being the lowest rating. Once you complete rating each question, you will have a current Onboarding Effectiveness Score between 10 and 50. This score reflects how your current systems welcome, create buy-in, and bring Gen Z and Millennial employees up to speed on their role, responsibilities and introduce them to their work community.

SCALE:

- 5** Absolutely outstanding
- 4** Almost there, but could take it up a notch
- 3** A start, but needs improvement
- 2** Occurs occasionally, but not consistently
- 1** Does not currently happen or exist



PARTICIPANT SELF-ASSESSMENT SCORECARD: ONBOARDING

- | | |
|---|---|
| 1. Does our company make a new employee feel welcome before their first day of work? | Low 1 2 3 4 5 High |
| 2. Does our company provide detailed information to a new hire about our company's communication processes, training programs and technology (employee platform) before the first day on the job? | 1 2 3 4 5 |
| 3. Does our company provide a welcome gift, lunch, business cards or company swag to a new hire on the first day? | 1 2 3 4 5 |
| 4. Does the employee receive a VIP tour and personal introductions to their team members on the first day? | 1 2 3 4 5 |
| 5. Does the employee personally connect with their supervisor and exchange contact information the first day? Do they receive a first week mentor or guide to answer questions? | 1 2 3 4 5 |
| 6. Is our new hire onboarding and orientation program one day or less? | 1 2 3 4 5 |
| 7. Is our onboarding and new hire orientation a mix of in-person and online activities? | 1 2 3 4 5 |
| 8. Is our onboarding training and new hire orientation an interactive and hands-on experience? | 1 2 3 4 5 |
| 9. Do new hires have all the equipment and resources they need to perform their job on the first day so they can hit the ground running? | 1 2 3 4 5 |
| 10. Are we consistently listening and evaluating new hire processes to adapt to Gen Z and Millennial needs and expectations? | 1 2 3 4 5 |

Total = _____



SCORECARD RESULTS

Tally your score from the previous page and compare your results to the legend below. For team scoring, collect scores anonymously and average them for an overall score.

SCORING YOUR COMPANY

45-50 = Gen Z and Millennial onboarding rock star - Keep up the good work!

40-44 = Gen Z and Millennial onboarding system and processes are solid but could be improved

35-39 = Gen Z and Millennial onboarding system and processes are average and needs some work

Below 35 = Low effectiveness with Gen Z and Millennial onboarding processes – Let's get to work!

DRIVING SUSTAINED RESULTS

1. Give your team a high five for all the questions rated 4 or 5.
2. Focus on the areas where your company rated 1-3. You can make quick changes to increase your effectiveness as you onboard and ramp up Gen Z and Millennials at your company.
3. Continue using this scorecard to improve your Gen Z and Millennial onboarding effectiveness! Tracking your progress will show the great gains you were able to make.

KEY INSIGHTS AND LEARNINGS FROM RESEARCH:

SECTION 1:

PRE-ONBOARDING

– CONNECTING A NEW HIRE BEFORE THEIR FIRST DAY AT WORK

Your company has the opportunity to connect a new hire with your company before their first day on the job. In our second study for DCA, we asked people who would consider starting a career in the industry what onboarding experiences would immediately make them feel like part of the company. Two things emerged as the most important for potential employees:

1. 59% wanted to be introduced to a first week mentor.
2. 58% wanted detailed information about the company’s communication, training programs, and technology before their first day. (S2, slide 8, Q1)

Going further, 71% of Gen Z and 76% of Millennial new hires want to do between 4-10 hours of paid online training or coursework before their first day. The topics of these trainings could range from safety and compliance, to industry basics, to even videos explaining the training process at your company. (S2, slide 24, Q15)



Onboarding experience that makes you feel like part of a company (By Total; Top 5 of 12)





KEY STRATEGIES:

1. Connect new hires with a personal first week mentor several days before their job starts. The first week mentor is a 'go-to' person to answer questions for the new hire or may direct the new employee to the person or department that can answer questions that might arise.
2. Consider sharing detailed information about how to communicate within your company, the kinds of technology the new hire will be using, and any instructions for and details about the training programs your company offers with new hires before their first day. This is the best time for them to review this information and when they will be most likely to read the information. Note: It's important to abide by all employment laws when it comes to training before a first day at work. Be sure to speak with your HR department about this step and all other recommendations in this playbook.
3. If your company has video capabilities, or if you have a smartphone handy, consider creating videos of frequently asked information to send new hires before their first day. If you have safety and compliance training online, you can offer new hires the chance to complete those videos before their first day.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to help new hires feel more connected with your company before their first day on the job?

SECTION 2: THE FIRST 30/60/90 DAYS – A HIGH-LEVEL OVERVIEW

Onboarding is a critical time in a new employee's journey. Quickly getting new hires up to speed and ensuring they feel connected to the culture and mission of your company is very important. The first 30/60/90 days sets the stage for the employee and could affect their long-term retention. Here is a broad overview of topics you should consider addressing during this time.

Within the first 30 days: The first 30 days of a new hire are critical to messaging, reinforcing, and confirming the understanding of core knowledge for success at your company. In the distribution contracting industry, this includes core safety training in addition to an introduction to company culture, clear expectations about on-the-job performance (what success looks like to you as the employer) and laying a foundation for success. The foundation includes getting accustomed to the physical work areas, safety hazards and best practices, handling processes such as payroll, and understanding their roles and responsibilities.

Days 30 to 60 days: Day 30 thru 60 is an ideal time to focus on the softer side of the organization, particularly integration into the workplace culture, processes such as monthly or quarterly meetings, and feedback opportunities that will continue to take place between the new hire and their supervisors. In addition, the second thirty days is a key time to make sure the new hire understands how the organization functions as a business—including how you serve customers and make money—as well as their role within the larger organization. This is best in the second 30 days as the first 30 days is often an overwhelming period of learning names, titles, and basic responsibilities.

Days 60 to 90 days: In days 60 to 90, the new hire should now have a good grasp of their role, where they fit within the larger organization, and how the organization works as a system to deliver results and create value. They should be able to clearly explain what excellence in their role looks like and articulate some sense of the vision for their division, team, or unit. In this third month of employment, it is a great time to begin to help the new hire to create more value through initial talent development. This could be as simple as training on problem solving, working better in teams, or training based on the supervisor's recommendations.



KEY STRATEGIES:

1. Evaluate your new hires' first 30 days. Is your company building the core knowledge foundation for your new employees? Can new employees articulate the expectations for their position and what 'success' looks like for that position, including key metrics for measuring success?
2. Evaluate your new hires' first 60 days. Do new hires understand how they fit into the organization as a whole and how their job and performance contribute to the success of the entire organization?
3. Evaluate your new hires' first 90 days. Can new hires articulate the vision for their unit or team? Are they introduced to and know how to participate in talent development programs or mentorship by the end of the first 90 days?



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to help new hires during the first 30, 60, and 90 days at your company?

SECTION 3:

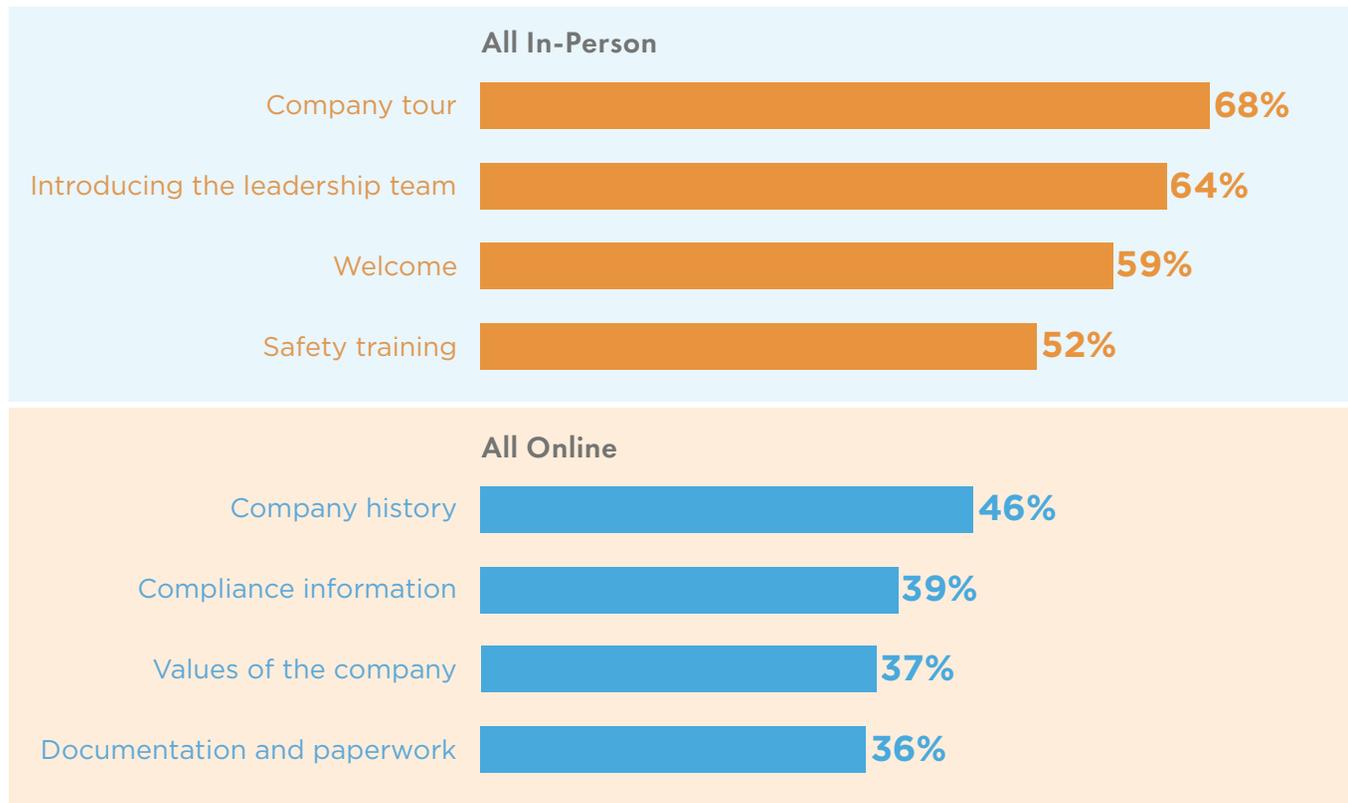
NEW HIRE ORIENTATION – GEN Z AND MILLENNIAL EMPLOYEE EXPECTATIONS

We asked several questions about New Hire Orientation (NHO) to the participants in our second study. Here is a summary of the key findings:

- Meeting your team and team leader(s) is the most important task on the first day of NHO. The second most important task is learning about training programs that are available for skills and leadership development. (S2, slide 10, Q6)
- 61% of all potential Gen Z and Millennial employees would like NHO to take one day or less. (S2, slide 11, Q7)
- 58% of Gen Z and Millennials prefer a hands-on approach with interactive activities for new hire orientation as opposed to only 15% who prefer a classroom/lecture type setting. (S2, slide 13, Q9)

Going further, there is a clear expectation that orientation should be a mix of in-person and online activities. Most participants expect that compliance and paperwork should be completed online while in-person activities should be engaging and build relationships with new coworkers. (S2, slide 12, Q8)

Please choose how you would most like to experience each part of New Hire Orientation.





KEY STRATEGIES:

1. If your company does not have a formal new hire orientation process, consider mapping out a first day employee experience plan. Consider building a checklist so each new hire receives a similar experience and nothing important is missed.
2. If your company has a structured new hire orientation process and programming, consider evaluating those activities and training components in light of what appeals most to Gen Z and Millennial employees in terms of hands-on activities, social connection, and length of time spent in new hire orientation.
3. Ask Gen Z and Millennial employees who have just completed your new hire orientation and training to rate the experience. How would they change the experience to make it more engaging or more effective? What do they think worked well, what needs immediate attention and what can be improved on? Keep survey results anonymous so new employees can share more openly. This approach is a great method for rapid improvement of your NHO.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to improve new hire orientation and training at your company?

SECTION 4: USING MOBILE TECHNOLOGY WITH GEN Z AND MILLENNIAL NEW HIRES

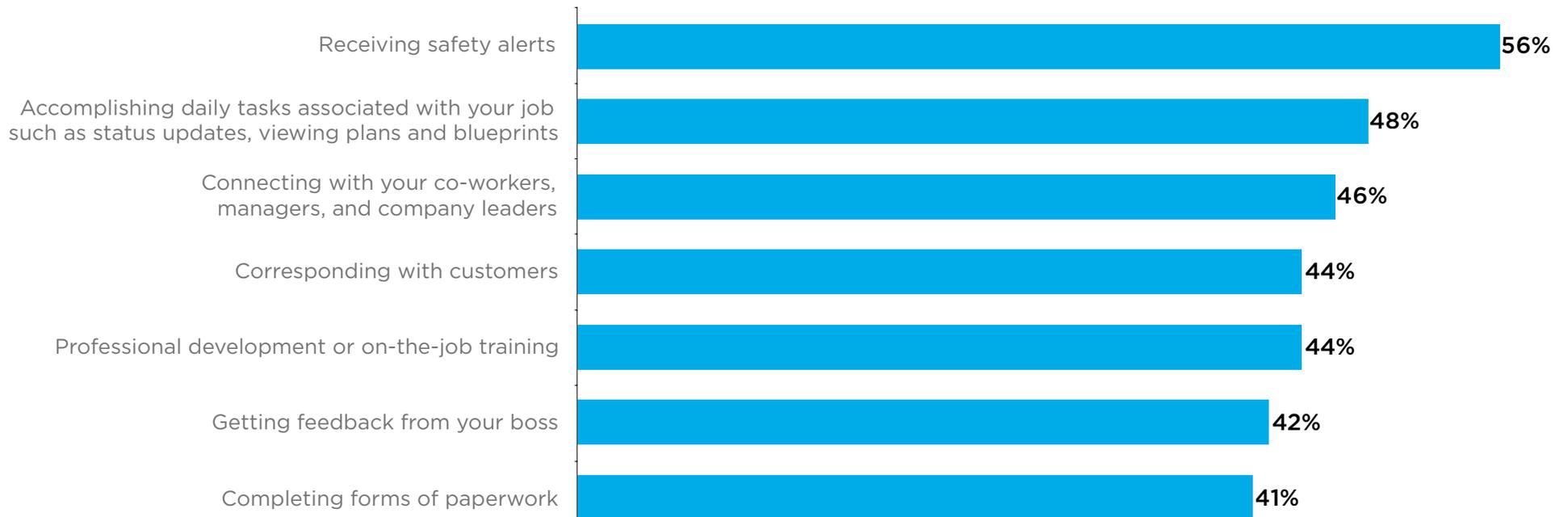
How your company integrates smartphones into employee workflows is key for all employees, but even more vital for Gen Z and Millennials who spend 6.67 hours a day on them.¹ The more quickly your communication and HR systems can adapt to include mobile tools and experiences, the better engagement and compliance you

will receive in return. **Employees expect everything on mobile** from receiving safety alerts, to training, to completing paperwork. We asked potential employees, “For each of these situations, how important is it to use mobile technology in your underground pipeline and utility construction job?” (S2, slide 14, Q10)

With new platforms and technologies constantly being released to optimize mobile experiences, adapting to this trend has never been easier and more cost effective. There are many mobile tools for alerting employees to weather and safety risks, as well as project management software that can be used on mobile devices.

Here are the top situations for those that said using mobile technology is very important on the job:

Very important to use mobile technology situations (By Total)





KEY STRATEGIES:

1. **Safety:** The first step is to evaluate the best place to invest in mobile for your company. For example, companies like AlertMedia and Everbridge run mass alert notification systems over all digital devices to improve employees' safety from anywhere in the world for pennies per employees. 56% of employees we surveyed want to get alerts on mobile devices, so they can experience peace of mind about their safety. Since staying safe is the number one concern for this industry, using a mobile technology like this could be a way your company addresses that need (and may reduce risk in the field)
2. **Work processes:** You may still be using whiteboards and paper invoices but consider mobile solutions for your company, especially to improve work processes. From deploying drones, to managing schedules and field crews, to mobile project management systems that integrate with Quickbooks, any size company can benefit with new (and often cheap) mobile tools. Gen Z and Millennial employees can quickly learn and teach other employees these tools which could cut costs and streamline your organization and workflows—all of which saves valuable time. Using mobile tools for tasks was expected by almost half (48%) of potential Gen Z and Millennial employees that were surveyed. Applying for PTO on mobile devices or getting notifications about birthdays or work anniversaries are now easy using new HR platforms.
3. **Gamify:** If your company already uses mobile tools for managing crews in the field and sending alerts via mobile to maintain safety, consider the other areas that younger workers feel are very important to access on mobile: paperwork, training, and feedback from supervisors. If your company has an enterprise level HRIS solution, there are modules that can gamify smartphone-based training and learning and give badges and kudos to employees on digital devices.

Onboarding is a perfect opportunity to try this digital gamification because most employees have a series of steps they need to work through as part of the ramp up in their job. The app Scavify is a virtual scavenger hunt app that may be fun to test for independently onboarding specific tasks.

For enterprise level gamification, consider researching companies like Bunchball, Bandicam, WooBoard, Playlyfe, etc. who have apps that integrate into HRIS systems.

Companies that have other types of people management systems have many choices for work gamification including companies like GamEffective, Badgville, Axonify, Hoopla, etc.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to leverage mobile technology and Gen Z and Millennials' tech fluency at your company?

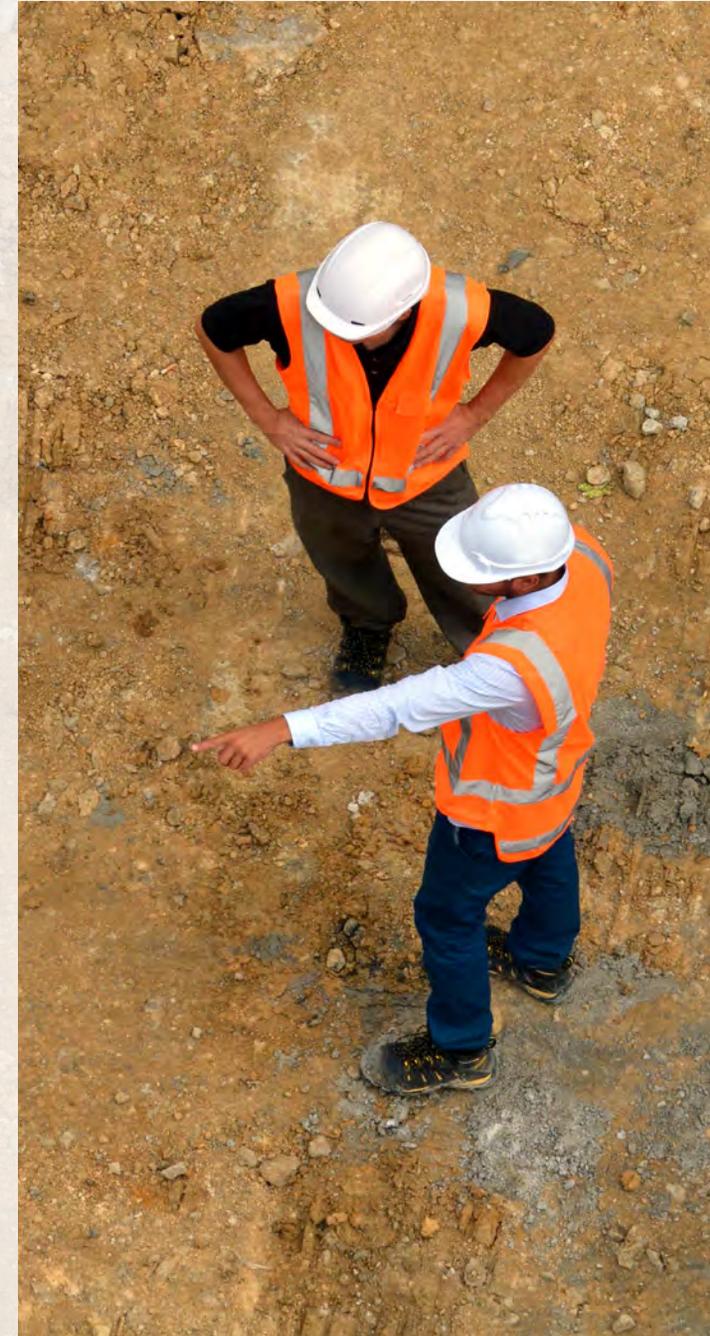
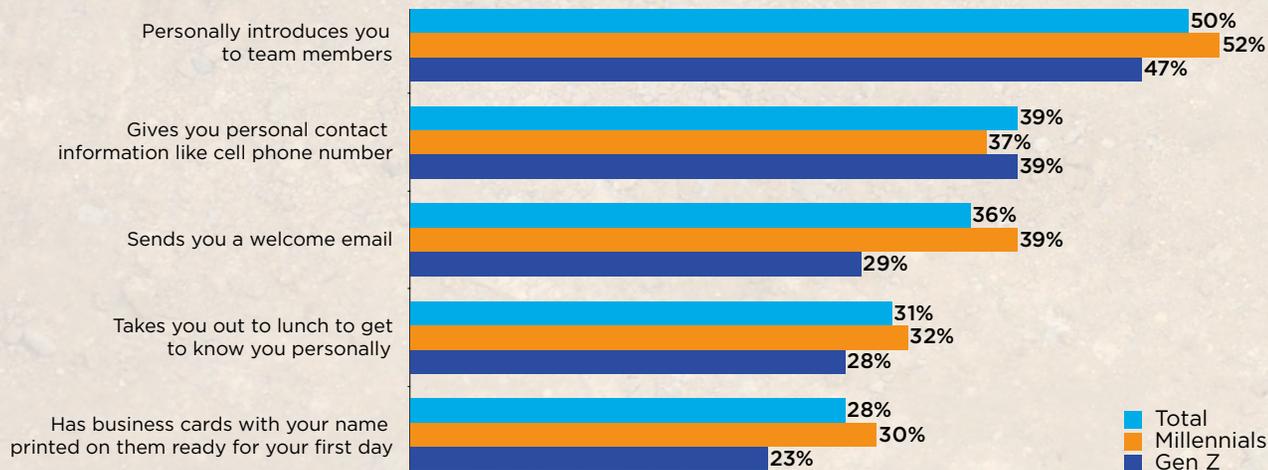
¹Center for Generational Kinetics, State of Gen Z 2018 study

SECTION 5: CONNECTING NEW HIRES WITH THEIR TEAM MEMBERS AND SUPERVISORS

Each new employee, and especially Gen Z and Millennial employees, want to feel connected very quickly with team members at your company. Supervisors can take quick, simple actions to help integrate new employees into current teams. When new employees can rapidly start contributing and feel like a valued part of their team, it's a win/win for the company and the employee. We asked potential Gen Z and Millennial employees the top five strategies their supervisors can use to immediately make them feel like part of the team. (S2, slide 9, Q4)

How could your supervisor immediately make you feel part of the team?

Please select all that apply.





KEY STRATEGIES:

1. Depending on how big your teams are, introducing new hires to all the members of the team can be challenging for supervisors, who are often pressed for time already. This is an often-overlooked step, but one where a small amount of time upfront can have major positive effects on productivity by helping the team integrate and allowing the new hire to start to contribute faster. Encourage and give supervisors time to introduce and personally connect new hires with key members on their teams - face to face if possible. If your company has night shift employees, don't forget them. Do your best to integrate teams across shifts.
2. Ask supervisors to send a welcome email to new employees before their first day on the job. This can be tricky, since the supervisor must know the day the employee is reporting and have the contact info of the new employee beforehand, so logistics must be in place in order to roll out the (email) red carpet. But if this step can be automated, or a template email provided to supervisors that they can customize, you'll be more than likely to have a very impressed employee walking in on the first day, and potentially more highly engaged over the next several months as they learn their new position.
3. Depending on your company's policies and supervisors' willingness, it's ideal for new hires to be given their supervisor's contact info. At the very least, new hires should have a point of contact for someone at the company that they feel personally connected to for any questions that arise, and the ability to text in addition to emailing and calling. The personal touch goes a long way for new employees, especially Gen Z and Millennials. We'll learn in the next Part how frequently these employees want to communicate with their supervisors (hint: a lot) so this is the first step in building those relationships.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to help supervisors to quickly connect their new hires with their new team and the company?

PARTICIPANT THREE-PHASE ACTION PLAN - ONBOARDING

PHASE ONE: IDENTIFY THE TOP STRATEGIC GOALS

STRATEGIC GOALS INDIVIDUAL WORKSHEET



Identify what you think are your company's top 3 to 5 strategic goals from the

goals you wrote in each Part. Choose goals with the highest priority overall in these onboarding areas. Try to include at least one goal that is immediately actionable and one goal that involves a longer-term approach in order to be solved.

1

2

3

4

5

PHASE ONE: TEAM MEMBER'S CONSENSUS ON STRATEGIC GOALS

STRATEGIC GOALS TEAM WORKSHEET



If your company chose a team approach, schedule a review team meeting. Use this meeting to select the top 3 to 5 strategic goals or outcomes that your company should focus on first to improve the onboarding experience for new hires. You can pick these strategic goals by voting on them or they might align with a key initiative already taking place at your company, such as updating onboarding programs. If voting or alignment doesn't lead your team to agree on their top priorities, you can also weigh each goal based on the importance to your company. One of these three approaches will get the job done to identify the top 3 to 5 strategic goals for creating your company's action plan.

1

2

3

4

5

PHASE TWO: BUILD THE ROADMAP



BRAINSTORM SOLUTIONS AS A TEAM

Once your top strategic goals are agreed upon, work as a group to brainstorm solutions or actions you can take to achieve each goal or outcome. These solutions can be based on your individual expertise, our strategies, or your group's brainstorming. The key here is to come up with as many solutions as possible that fit your companies' culture and operational guidelines. You can use any manner of brainstorming process that suits your team, such as ideas written on post-it notes that are attached to a wall or open dialogue in a group setting.

Evaluate & Choose Specific Solutions as a Team

After the team has created a trove of ideas, actions, and possible solutions to achieve each strategic goal, it's time to pick the top ones that will go into the plan. While this is a team exercise, one person should be in charge of recording the actions that the team decides upon for each strategic goal. This is your initial roadmap for working toward a more effective way of onboarding Gen Z and Millennials into careers at your company.



STRATEGIC GOALS

List the top strategic goal agreed upon

Steps your company will take to achieve this goal

1 _____

2 _____

3 _____

4 _____

5 _____

PHASE THREE: BUILD YOUR TIMELINE



With the list of strategic goals and steps to achieve each one, now assign each

action to one person at your company and agree upon a timeline for completion. We find that both quick wins and longer-term gains are essential when it comes to building your action plan.

Make sure that you have actions and outcomes that can be achieved within 90 days (short-term wins), within 180 days (near-term wins), and more than 180 days (long-term wins).

Choose how you will measure success for each strategic goal and the actions you've identified to achieve it. This helps you to track your progress and get recognized for the hard work you have led to drive measurable gains.



TOP STRATEGIC GOAL

Action Items

Timeline

1

Owner _____

2

Owner _____

3

Owner _____

4

Owner _____

5

Owner _____

ACTION PLAN NEXT STEPS

With your strategic goals, action plan, and timeline, you're now ready to take action. The first step to take action is to share the plan with leadership. These are the leaders who will be responsible for providing resources. They need to understand the steps and your reasoning behind them. You will also agree on when and how you will update leadership to document progress. Some actions will require weekly meetings while others could be monthly.

REVIEW PROGRESS

The key is to make sure that the plan is reviewed at least once per month to ensure actions are being consistently taken and progress made. This way you and your company will start to see the benefits from the plan as fast as possible.





PART 3 ›

TRAINING GEN Z AND MILLENNIALS IN THE PIPELINE CONSTRUCTION INDUSTRY

10 minutes

25 minutes

20+ minutes

53 Participant Self-Assessment Scorecard: Training

Key Insights and Learnings from Research:

- 55** Section 1 › Creating and Messaging a clear training pathway that appeals to Gen Z and Millennial employees
- 57** Section 2 › What it takes to be a good manager – Gen Z and Millennial perspectives
- 59** Section 3 › On-the-job training and connecting Gen Z and Millennials with skilled team members
- 61** Section 4 › Self-directed training – how to leverage online training and increase training completion and compliance
- 63** Section 5 › Management training that appeals to Gen Z and Millennial leaders
- 65** Section 6 › Mentoring management trainees

67 Three-phase action plan



This scorecard is a helpful tool to rate your company's Gen Z and Millennial training experience. The goal is to identify where you can quickly adapt your training programs and employee messaging to appeal to these generations who greatly value step-by-step training pathways.

Rate the various elements of your company's Gen Z and Millennial training programs and processes on a scale of 1 to 5 for each of the 10 questions below, with 5 being the best rating and 1 being the lowest rating. Once you complete rating each question, you will have a current Training Alignment Score from 10 to 50. This score reflects how your current programs are aligned to help Gen Z and Millennials advance in their careers and decide to fulfill their professional goals at your company

SCALE:

- 5** Absolutely outstanding
- 4** Almost there, but could take it up a notch
- 3** A start, but needs improvement
- 2** Occurs occasionally, but not consistently
- 1** Does not currently happen or exist

PARTICIPANT SELF-ASSESSMENT SCORECARD: TRAINING

- | | |
|---|---|
| 1. Does our company clearly communicate training programs to Gen Z and Millennial employees on a variety of channels, consistently, and repeatedly over the course of their employment? Ex: Are they notified of new and existing training offerings every quarter? | Low 1 2 3 4 5 High |
| 2. Are managers in our company effectively trained on how to effectively manage Gen Z and Millennial employees? | 1 2 3 4 5 |
| 3. Does our company provide skill-based training online (ex: on a website or online training system) or available on a mobile device? | 1 2 3 4 5 |
| 4. Does our company provide an organized, step by step, on-the-job training system or courses that are easy for Gen Z and Millennial employees to access? | 1 2 3 4 5 |
| 5. Is there an organized and clear way to access mentorship programs for Gen Z and Millennial employees? Are the programs well messaged and communicated to all Gen Z and Millennial employees? | 1 2 3 4 5 |
| 6. Does our company's training program leverage gamification – allowing people to achieve badges and track progress as they graduate from one skill level or achievement to the next? | 1 2 3 4 5 |
| 7. Do our training programs have a variety of in-person and online activities? | 1 2 3 4 5 |
| 8. Do Gen Z and Millennials have access to and are invited to participate in management or talent development training? This includes soft skills and high-level skills such as leadership and decision-making. | 1 2 3 4 5 |
| 9. Do Gen Z and Millennial employees view our management training programs as having up-to-date and relevant content and as being a good use of their time? | 1 2 3 4 5 |
| 10. Are we consistently listening and evaluating our training programs to adapt to Gen Z and Millennial needs and expectations? | 1 2 3 4 5 |

Total = _____



SCORECARD RESULTS

Tally your score from the previous page and compare your results to the legend below. For team scoring, collect scores anonymously and average them for an overall score.

SCORING YOUR COMPANY

45-50 = Gen Z and Millennial training rock star - Keep up the good work!

40-44 = Gen Z and Millennial training programs and messaging are solid, but could be improved

35-39 = Gen Z and Millennial training programs and messaging are average and needs some work

Below 35 = Low effectiveness with Gen Z and Millennial training programs and messaging – Let's get to work!

DRIVING SUSTAINED RESULTS

1. Give your team a high five for all the questions rated 4 or 5.
2. Focus on the areas where your company rated 1-3. You can make quick changes to increase your effectiveness as you train and message training opportunities to Gen Z and Millennials at your company.
3. Continue using this scorecard to improve your Gen Z and Millennial training programs and messaging! Tracking your progress will show how many gains you're making.

KEY INSIGHTS AND LEARNINGS FROM RESEARCH:

SECTION 1:

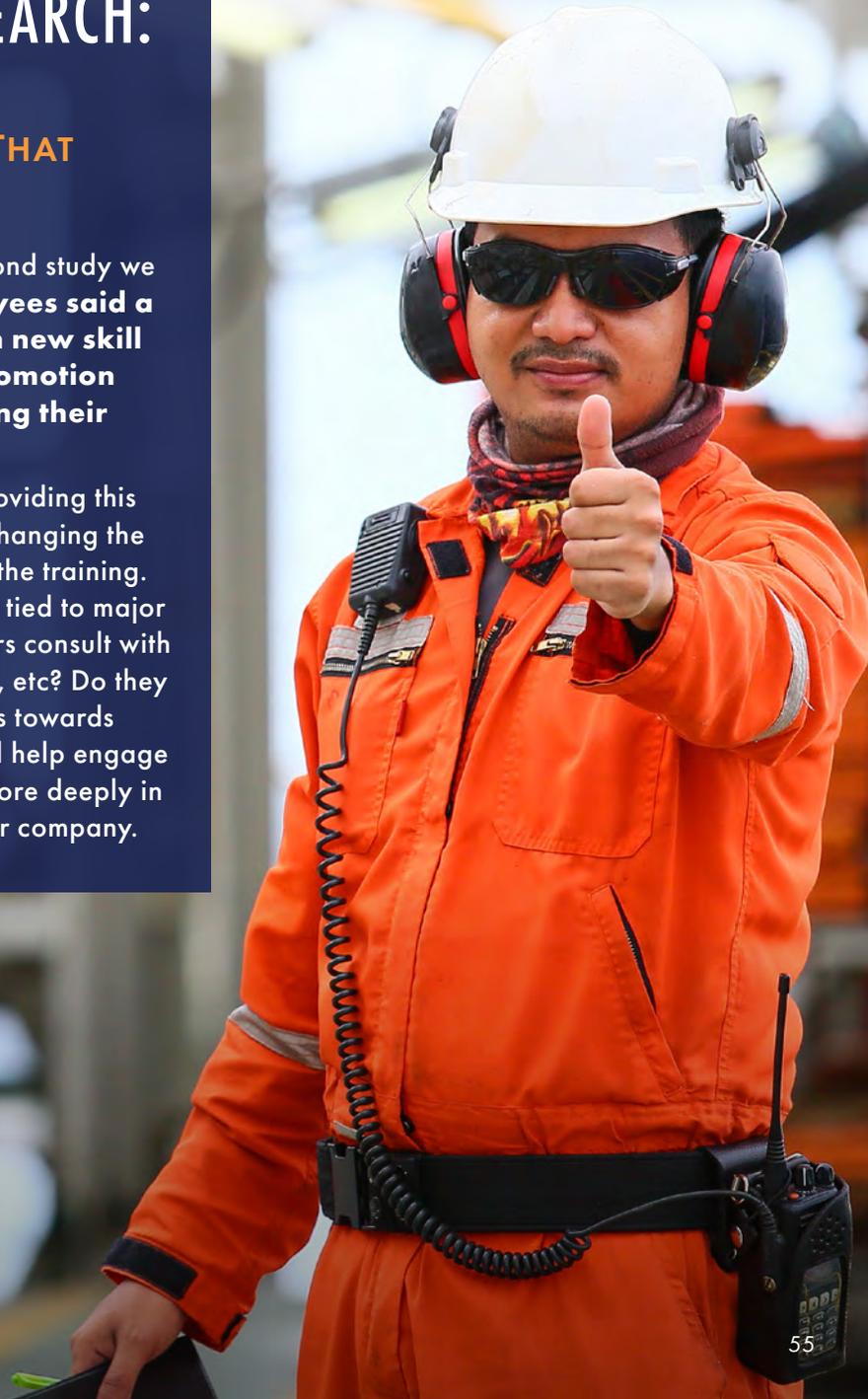
CREATING AND MESSAGING A CLEAR TRAINING PATHWAY THAT APPEALS TO GEN Z AND MILLENNIAL EMPLOYEES

Besides wages (ex: salary plus bonus) and employee benefits, the best way to keep Gen Z and Millennial employees engaged is to clearly message and help guide them through your company's training programs and career advancement paths. **37% of potential Gen Z and Millennial employees said on-the-job, skills-based courses** (ex. plumbing, welding, programming, machinery maintenance, etc.) were the most important training they needed to build their career in this industry.

Gen Z and Millennial employees also respond to a step by step approach where they can clearly see progress toward their goals. Many also feel pay raises should be tied to different

skill levels achieved. In DCA's second study we found that **32% of these employees said a set training program to reach new skill levels for advancement or promotion was most important to building their careers.** (S2, slide 20, Q11)

Your company may already be providing this type of training, but the key is in changing the perception of employees towards the training. Are the steps clear, are pay raises tied to major skill levels achieved, do supervisors consult with them to move them along the path, etc? Do they see and recognize visible progress towards goals? These types of changes will help engage these generations of employees more deeply in the career building process at your company.





KEY STRATEGIES:

- 1. Create a formalized training program.** If your company doesn't have a defined training program, take a moment to think through the types of training you do provide. Do you have ongoing mentorship? On-the-job training? Apprenticeship or job shadowing? Do you provide any coaching or send employees to conferences or training seminars, or provide any online training through third-party organizations? Write down at least 10 ways you intentionally contribute to your employee's skill development. Clearly convey these training initiatives and skills development in your job postings, during onboarding, and throughout each year of employment.
- 2. Become a training concierge.** If you have a defined training program, make sure each employee knows how to access that program. Consider breaking the program down into smaller chunks so they can perceive themselves as progressing more quickly. If possible, meet with employees to check on their progress through the program. Celebrate each training level completed and help them find the next training opportunity best suited to their goals.
- 3. Consider tying training levels to micro pay raises.** Many companies work on an annual pay raise cycle, where employees get pay raises simply for staying at the company. Gen Z and Millennials want pay raises more quickly, **in fact half of Gen Z and Millennials need pay raises every 6 -9 months to stay.** Consider revamping training along these time frames and breaking an annual pay raise up into smaller raises and awarding these pay raises over the year for training modules/ courses completed at a certain mastery level. (S2, slide 36, Q27)



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to help employees connect with and complete training programs at your company?

SECTION 2:

WHAT IT TAKES TO BE A GOOD MANAGER – GEN Z AND MILLENNIAL PERSPECTIVES

Gen Z and Millennials may expect a very different management style from what your company’s managers and supervisors are accustomed to delivering. Your company’s managers and supervisors may need to adapt to keep these employees more engaged—yet still expect these new generations to move in the direction of management too.

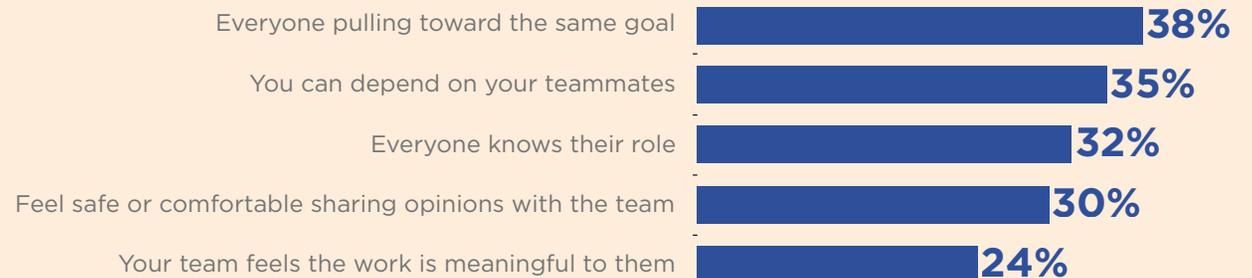
For example, these generations want to communicate much more frequently with managers – in fact, **55% want to communicate daily or several times a day with their manager.** (S2, slide 30, Q21-22) Knowing this enables managers to align their efforts with the communication pace that these generations want in order to drive engagement and loyalty.

Here are other key attributes that Gen Z and Millennial employees expect their managers to have. These expectations also apply to how they expect an effective team to function.

Top characteristics of a good manager (By Total; top 5 of 11)



Top characteristics of an effective team (By Total; top 5 of 6)





KEY STRATEGIES:

1. Work to shift mindsets of current managers to check in with Gen Z and Millennial employees at least once per week. During these weekly check ins, advise managers to identify one or two areas to ask about or focus on.
2. If your managers are already performing weekly check ins with employees, including coaching the person and to their performance, consider providing training to improve other management skills. These could include areas such as decision making, strategies for open communication, communicating the company vision clearly, empowering employees to do their best work, and creating an inclusive team environment.
3. If your company already has management training that has developed these principles, great work! Consider offering management training on developing effective team environments for Gen Z and Millennial employees. Consider topics like role definition, psychological safety, and goal setting in a team environment.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to help managers of Gen Z and Millennial employees work with this generation more effectively?

SECTION 3: ON-THE-JOB TRAINING, CONNECTING GEN Z AND MILLENNIALS WITH SKILLED TEAM MEMBERS

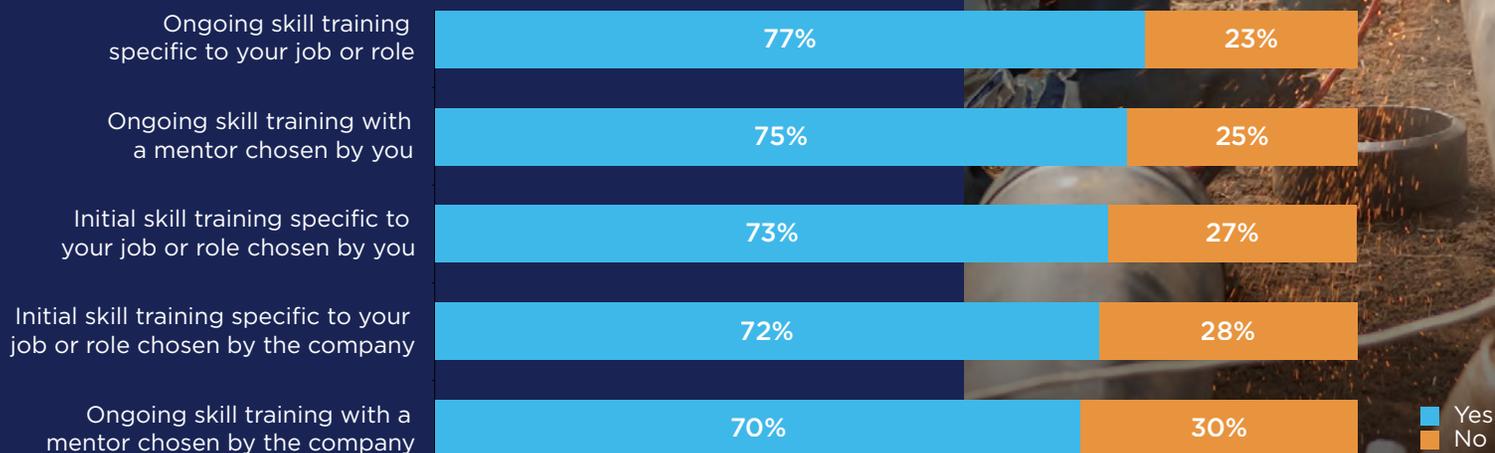
A major finding from the second DCA study is that for 77% of Gen Z and Millennials, job specific skill training chosen by employees is most likely to convince them to stay 6 months or longer in an underground pipeline and utility construction job. (S2, slide 21, Q12) Wow! That is a BIG gain in terms of tenure, particularly in a low unemployment environment.

The number one way Gen Z and Millennials prefer to receive this training is to be taught by someone on the job who already knows how to perform these skills. In fact, 32%, or about 1/3, of Gen Z and Millennials prefer this over 22% who prefer a classroom setting.

Self-led training is also a significant trend, with 36% of Gen Z and Millennials preferring a self-led approach to skill training using mobile videos, a mix of mobile videos and on the job training, or a manual. (S2, slide 22, Q13)



Would the following types of skill specific training programs convince you to stay 6 months or longer at an underground pipeline/utility construction job? Yes/No





KEY STRATEGIES:

1. Since many people attracted to this industry are hands-on learners, **almost 1/3 prefer a hands-on approach to training** as well. If your company has the ability to pair a trainee with a more skilled worker, this is the ideal situation for many potential Gen Z and Millennial employees interested in this industry. Create a formal program to pair these employees for rapid learning and skill transfer. If a trainee needs to learn skills from several individuals, create a system to coordinate these training ‘flights’ or ‘rotations’ so the trainee feels part of a coordinated program.
2. Self-led training is important to these generations. **A large group (29%) prefer at least some video training, especially accessible on mobile devices.** If your company has the capacity, arrange to film skilled workers performing key skills and provide those training videos to trainees for viewing on mobile devices.
3. **Regularly touch base to help Gen Z and Millennials create personalized training pathways.** Gen Z and Millennials prefer to chart their own course when it comes to training. Having a ‘skill coach’ that will regularly meet with each employee to ensure they are on the right path for their career goals can greatly impact employee retention. This could be a supervisor or a formal/informal mentor. Meeting consistently with the employee is the key.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to create or improve on-the-job training programs for Gen Z and Millennial trainees?

SECTION 4: SELF-DIRECTED TRAINING – HOW TO LEVERAGE ONLINE TRAINING AND INCREASE TRAINING COMPLETION AND COMPLIANCE

Although 41% of Gen Z and Millennials prefer 100% in-person training, many are very open to online training as a part of the mix. In fact, one in four (1/4) potential trainees **(26%) would prefer at least 50% or more of their training to be online.** (S2, slide 23, Q14)

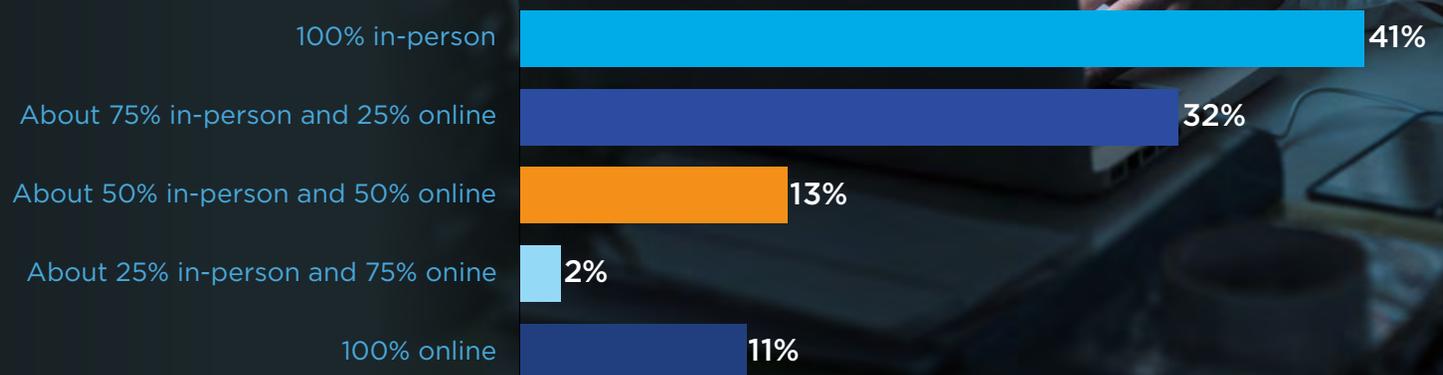
The great thing about online training is that you can track how employees are progressing through the training program and modules. You can evaluate progress through video completion, quizzes, and other trackable outcomes that are common in most online learning platforms. This will tell you how the training approach and system can improve and adapt to trainees' needs—and often identify areas where more training is needed. Another key way to create a greater likelihood of training compliance is by gamifying your online training.

For example, one of our research clients gamified their initial employee training with

a badge system. For each training completed and progress achieved, the new employees received a virtual badge. This strategy was based on similar research to DCA's showing that Gen Z and Millennial needed to see progress for building their career (possibly due to the expectation of video games such as Xbox and social media with its rapid feedback loop for each post).

Adding a badging system resulted in an 8% increase in graduation rates for new hires and greater engagement from college-aged Gen Z and Millennial employees across thousands of trainees. In fact, the program was such a success, college-aged Gen Z and Millennials wanted badges given throughout the entire employee experience cycle, not just during training.

Preferred way to receive training (By Total)





KEY STRATEGIES:

1. You don't need fancy software or an app to gamify training. A simple whiteboard showing a training leaderboard is something everyone can participate in and shows employees their progress at a glance. Once they complete certain training tasks (online or otherwise) to a level of mastery you've set, they can move up on the leaderboard.
2. If you have more employees than will fit on a whiteboard, consider creating a spreadsheet to track employees' training progress. When they report finishing a particular skill (online or other), you can reward them with a \$5 gift card to Starbucks or Home Depot. Just a small incentive shows you appreciate their efforts and progress to advance their careers. You can also mention how people are progressing through training levels during all-hands meetings, etc. Create a strategy that works for your company to make training progress visible to both the employee and the team.
3. If your company is very large, consider investing in software that can integrate into your HRIS to gamify training for employees in every area of the company. Track to monitor and improve compliance and completion rates across your company after the gamification is implemented.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to create or improve online training experiences for your Gen Z and Millennial employees?

SECTION 5: MANAGEMENT TRAINING THAT APPEALS TO GEN Z AND MILLENNIAL LEADERS

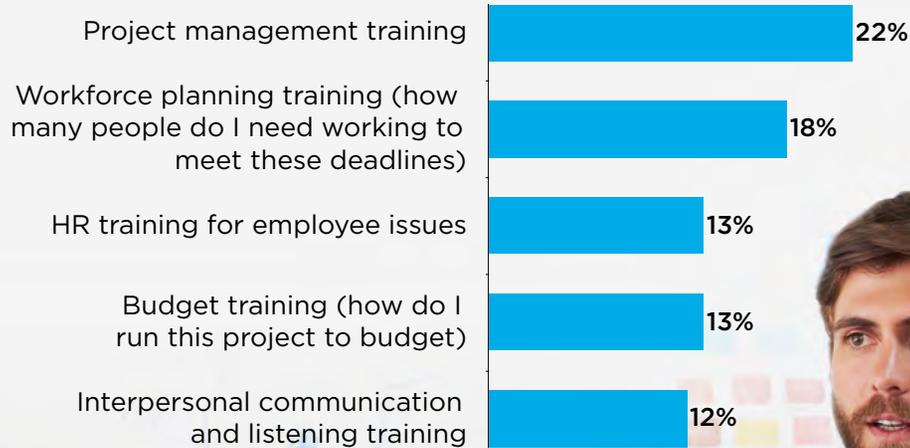
Besides specific skills-based training, a majority of potential Gen Z and Millennial employees are interested in receiving training to develop their skills as potential managers. From our second DCA study, we found that **60% of Gen Z and Millennials would be interested or very interested in management training.** (S2, slide 26, Q16)

From the Gen Z and Millennial perspective, the top three characteristics that qualify an employee to become a management trainee are: (S2, Slide 31, Q23)

1. Dependable and reliable
2. Hard/diligent worker
3. Positive attitude

This generation has specific learning needs when it comes to the type of management training that would appeal to them. Here are the top five areas potential Gen Z and Millennial trainees want to learn about in management training. (S2, Slide 27, Q18)

Most appealing type of management training (By Total, Top 5 of 7)





KEY STRATEGIES:

- 1. Invest in management training.** If your company doesn't yet offer management training, consider creating basic coursework or training that covers these areas. You may find third-party resources helpful to create this content quickly and inexpensively. The employee experience will be directly influenced by the skill of your managers, so investing in their training as managers will be beneficial to long-term employee retention and wellbeing.
- 2. Update your current management training program.** If you already have a management training program in place, evaluate it in light of the findings from this study. Are you offering the training to enough Gen Z and Millennial employees who are interested? Are they showing the required characteristics that make them a fit for the training? Does your training cover topics that are appealing to potential Gen Z and Millennial trainees? Adjust your program and test to see how it performs with these generations.
- 3. Consider the timeframe of your management training program.** In the study, we found that 74% of Gen Z and Millennials think management training should take a month or less; 36% of that group said 1 week! That's a tall order. Evaluate the time it takes for leaders to complete your management training—or at least an initial or core phase. Are there ways to break it up into modules or significantly reduce the time spent completing the training? Decide on your key outcomes and redesign to those metrics. (S2, slide 28, Q19)



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to create or improve management training for Gen Z and Millennial leaders?

A light blue rectangular area containing a white lightning bolt graphic and several horizontal blue lines for writing.

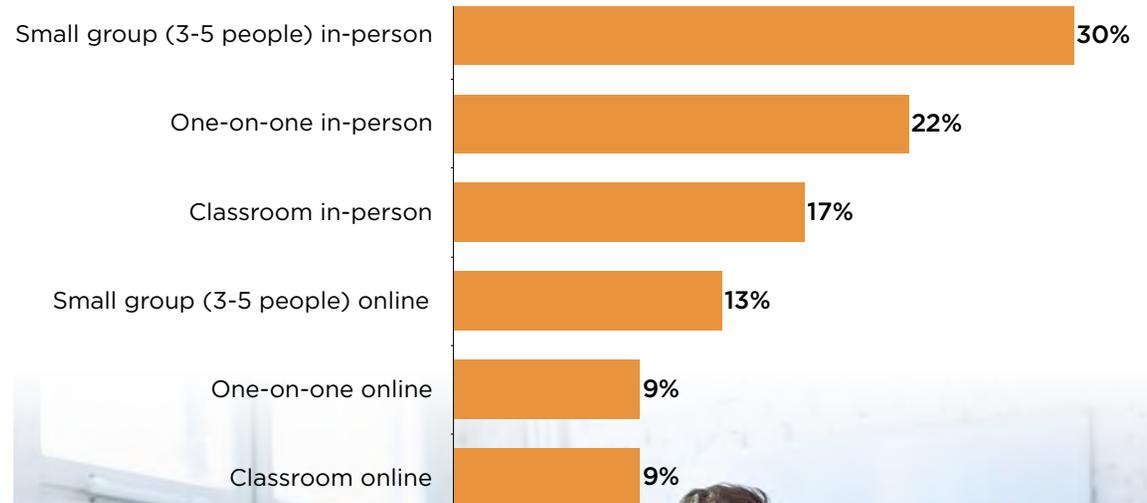
SECTION 6: MENTORING MANAGEMENT TRAINEES

Gen Z and Millennials who are interested in management training have different preferences for their management training experience. Overall, **69% prefer in-person experiences** in settings such as small groups, classrooms, or one-on-one mentorship. The key outcome of training and mentorship is to ensure that trainees are applying their learnings from the training to the real-world challenges they face, or will face, in their jobs. (S2, slide 29, Q20)

Online management training was selected by 31% of the potential trainees, with a mix of preferences between small groups, one-on-one, and classroom as the setting. Though not as popular as in-person small groups, online small groups could be a good option for organizations with employees that are geographically dispersed using teleconferencing or webinar tools.

Whether management training is conducted online or in-person, Gen Z and Millennials **(43%) indicated a clear preference for small groups** over one-on-one or classroom settings. This indicated that one person can serve as a trainer or mentor to a small group and transfer their knowledge and wisdom to several at a time vs. one-on-one.

Preferred setting for management training (By Total)





KEY STRATEGIES:

1. Evaluate your current management training setting in light of these research findings. What kinds of changes do you think could help make the program more attractive to potential Gen Z and Millennial management trainees? Do your programs offer a small group setting for mentorship and training?
2. Does your management training have any portion of the program that can be delivered online so that employees in different locations can participate more easily? Consider what options are available for small group online training.
3. Evaluate current outcomes of your mentorship programs. Are management trainees applying the skills they learn to their jobs? Are management trainees solving for real-world challenges in their training courses, or just learning textbook style? Consider how your program can adapt to provide more real-world application that Gen Z and Millennials expect.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to improve mentorship and real-world application in management training programs for Gen Z and Millennial leaders?

PARTICIPANT THREE-PHASE ACTION PLAN - TRAINING

PHASE ONE: IDENTIFY THE TOP STRATEGIC GOALS

STRATEGIC GOALS INDIVIDUAL WORKSHEET



Identify what you think are your company's top 3 to 5 strategic goals from the

goals you wrote in each Part. Choose goals with the highest priority overall in these training areas. Try to include at least one goal that is immediately actionable and one goal that involves a longer-term approach in order to be solved.

1

2

3

4

5

PHASE ONE: TEAM MEMBERS' CONSENSUS ON STRATEGIC GOALS

STRATEGIC GOALS TEAM WORKSHEET



If your company chose a team approach, schedule a review team meeting. Use this meeting to select the top 3 to 5 strategic goals or outcomes that your company should focus on first to improve training and compliance. You can pick these strategic goals by voting on them or they might align with a key initiative already taking place at your company, such as a management training redesign. If voting or alignment doesn't lead your team to agree on their top priorities, you can also weigh each goal based on the importance to your company. One of these three approaches will get the job done to identify the top 3 to 5 strategic goals for creating your company's action plan.

1

2

3

4

5

PHASE TWO: BUILD THE ROADMAP



BRAINSTORM SOLUTIONS AS A TEAM

Once your top strategic goals are agreed upon, work as a group to brainstorm solutions or actions you can take to achieve each goal or outcome. These solutions can be based on your individual expertise, our strategies, or your group's brainstorming. The key here is to come up with as many solutions as possible that fit your companies' culture and operational guidelines. You can use any manner of brainstorming process that suits your team, such as ideas written on post-it notes that are attached to a wall or open dialogue in a group setting.

Evaluate & Choose Specific Solutions as a Team

After the team has created a trove of ideas, actions, and possible solutions to achieve each strategic goal, it's time to pick the top ones that will go into the plan. While this is a team exercise, one person should be in charge of recording the actions that the team decides upon for each strategic goal. This is your initial roadmap for working toward developing training programs that appeal to Gen Z and Millennials.



STRATEGIC GOALS

List the top strategic goal agreed upon

Steps your company will take to achieve this goal

1 _____

2 _____

3 _____

4 _____

5 _____

PHASE THREE: BUILD YOUR TIMELINE



With the list of strategic goals and steps to achieve each one, now assign each

action to one person at your company and agree upon a timeline for completion. We find that both quick wins and longer-term gains are essential when it comes to building your action plan.

Make sure that you have actions and outcomes that can be achieved within 90 days (short-term wins), within 180 days (near-term wins), and more than 180 days (long-term wins).

Choose how you will measure success for each strategic goal and the actions you've identified to achieve it. This helps you to track your progress and get recognized for the hard work you have led to driving measurable gains.



TOP STRATEGIC GOAL

Action Items

Timeline

1

Owner _____

2

Owner _____

3

Owner _____

4

Owner _____

5

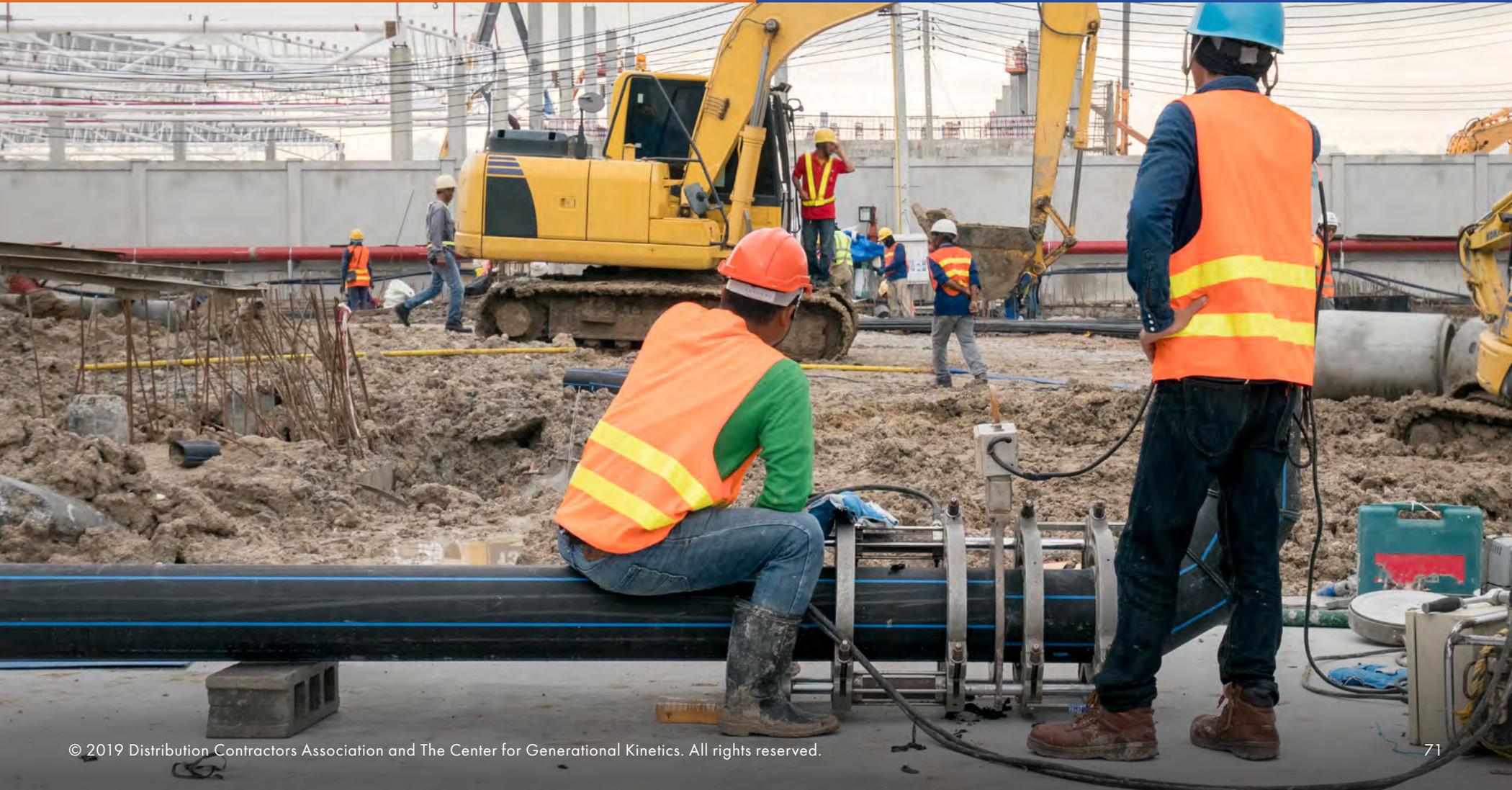
Owner _____

ACTION PLAN NEXT STEPS

With your strategic goals, action plan, and timeline, you're now ready to take action. The first step to take action is to share the plan with leadership. These are the leaders who will be responsible for providing resources. They need to understand the steps and your reasoning behind them. You will also agree on when and how you will update leadership to document progress. Some actions will require weekly meetings while others could be monthly.

REVIEW PROGRESS

The key is to make sure that the plan is reviewed at least once per month to ensure actions are being consistently taken and goals achieved. This way you and your company will start to see the benefits as fast as possible.





PART 4 ›

RETAINING GEN Z AND MILLENNIALS IN THE PIPELINE CONSTRUCTION INDUSTRY

10 minutes

73 Participant Self-Assessment Scorecard: Retention

25 minutes

Key Insights and Learnings from Research:

75 Section 1 › Building an employee-centric work culture that helps retain Gen Z and Millennial employees

77 Section 2 › Creating a fun work environment that helps retain Gen Z and Millennial employees

79 Section 3 › Promotion expectations of Gen Z and Millennial employees

81 Section 4 › Performance feedback expectations of Gen Z and Millennial employees

83 Section 5 › Recognition needs of Gen Z and Millennial employees

20+ minutes

85 Three-phase action plan

This scorecard is a helpful tool to rate your company's Gen Z and Millennial employee retention strategy. This will also help you to identify areas where your company can make improvements to increase retention across all tenure levels.

Rate the various elements of your company's Gen Z and Millennial retention programs on a scale of 1 to 5 for each of the 10 questions below, with 5 being the best rating and 1 being the lowest rating. Once you complete rating each question, you will have a current Retention Alignment Score from 10 to 50. This score reflects how your current systems retain Gen Z and Millennial employees.

SCALE:

- 5** Absolutely outstanding
- 4** Almost there, but could take it up a notch
- 3** A start, but needs improvement
- 2** Occurs occasionally, but not consistently
- 1** Does not currently happen or exist



PARTICIPANT SELF-ASSESSMENT SCORECARD: RETENTION

- | | |
|---|---|
| 1. Does our company consistently take action to improve the employee experience? | Low 1 2 3 4 5 High |
| 2. Does our company consistently recognize and reward employees? | 1 2 3 4 5 |
| 3. Does our company consistently take actions to build an atmosphere of teamwork? | 1 2 3 4 5 |
| 4. Does our company take consistent action to create a fun workplace? | 1 2 3 4 5 |
| 5. Does our company strongly encourage weekly performance feedback with employees? | 1 2 3 4 5 |
| 6. Do supervisors regularly thank or engage employees (ex: in-person, text, email)? | 1 2 3 4 5 |
| 7. Do supervisors have easy access to resources when employees report feeling unsafe at their job? Do employees have access to resources when they feel unsafe? | 1 2 3 4 5 |
| 8. Are pay raise cycles and frequency in line with Gen Z and Millennials expectations? | 1 2 3 4 5 |
| 9. Are there clearly messaged guidelines and policies about how employees earn pay raises and promotions? | 1 2 3 4 5 |
| 10. Does our company consistently listen and evaluate retention strategies by analyzing HRIS data (if available) and gathering information from exit interviews and anonymous employee feedback and/or surveys? | 1 2 3 4 5 |

Total = _____



SCORECARD RESULTS

Tally your score from the previous page and compare your results to the legend below. For team scoring, collect scores anonymously and average them for an overall score.

SCORING YOUR COMPANY

45-50 = Gen Z and Millennial retention rock star - Keep up the good work!

40-44 = Gen Z and Millennial retention strategies are solid but could be improved

35-39 = Gen Z and Millennial retention strategies are average and needs some work

Below 35 = Low effectiveness with Gen Z and Millennial retention strategies – Let's get to work!

DRIVING SUSTAINED RESULTS

1. Give your team a high five for all the questions rated 4 or 5.
2. Focus on the areas where your company rated 1-3. You can make quick changes to increase the effectiveness of your Gen Z and Millennial retention strategies.
3. Continue using this scorecard to improve your Gen Z and Millennial retention efforts! Tracking your progress will show how many gains you've made over time.

KEY INSIGHTS AND LEARNINGS FROM RESEARCH:

SECTION 1: BUILDING AN EMPLOYEE-CENTRIC WORK CULTURE THAT HELPS RETAIN GEN Z AND MILLENNIAL EMPLOYEES

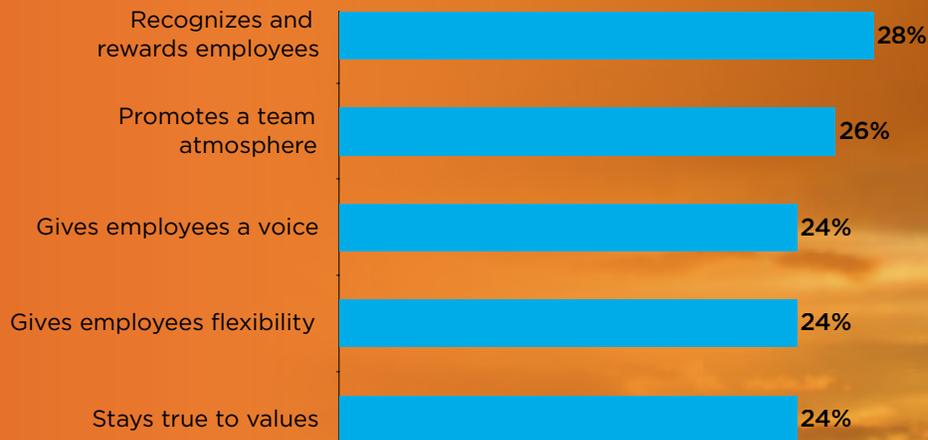
When considering the ideal work culture at an underground pipeline/utility construction job, Gen Z and Millennials both agree that the focus should be on the employee. While this is not a surprise, what does this really mean in practice? The resounding message from the two DCA studies is that employees should be empowered in a variety of ways in order to feel connected, heard, and respected by their co-workers and supervisors.

The most meaningful step a company can take to improve its culture is to **regularly recognize and reward employees** for quality work and

outstanding service. Millennials and Gen Z especially, need affirmation for great work and recognition for their accomplishments in order to feel valued. Note that this is not saying to give everyone a trophy or participation ribbon, but rather to recognize and reward quality work, as well as going above and beyond on the job.

Additionally, **Gen Z and Millennial employees thrive in a culture that promotes a supportive team atmosphere** (S2, slide 38, Q29). Teamwork and effective collaboration are deeply important to these generations.

Most ideal company culture (By Total; Top 5 of 8)





KEY STRATEGIES:

1. Establish a consistent (perhaps daily) team check-in or huddle that allows managers to recognize good work by employees. This also gives team members the opportunity to share what they are working on, briefly collaborate, and ask for help if needed.
2. Create or improve employee listening opportunities or processes. Evaluate your current listening tools and options. Are you accurately hearing the needs of employees in-person, online, and anonymously? Is the employee feedback truly anonymous to improve openness and accuracy? Are employee surveys mobile friendly and asking the right questions? Can employees see change as a result of their suggestions and feedback?
3. Ensure that Gen Z and Millennial employees are a part of your company employee advisory groups or councils (EAG or EAC). If your company has a group that provides advice and feedback to senior management about policies and procedures affecting employees, ensure that these groups have representation from Gen Z and Millennial employees. Consider appointing a Gen Z and Millennial specific group as needed.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to create or improve a work culture that is attractive to retain Gen Z and Millennial employees?

SECTION 2: CREATING A FUN WORK ENVIRONMENT THAT HELPS RETAIN GEN Z AND MILLENNIAL EMPLOYEES

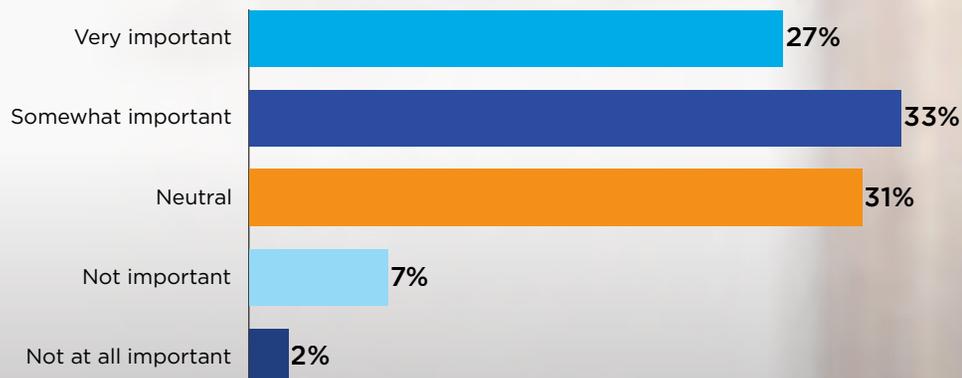
For Millennials and Gen Z, a fundamental key to employee retention or tenure is working at a company with a fun work environment. This is so critical that in DCA's second study, 60% of Millennials and Gen Z believe that a fun work environment is very important or somewhat important. (S2, slide 39, Q30)

But, what does a fun work environment mean to Gen Z and Millennials? We asked them that in CGK's 2018 study on Gen Z and Millennials.

Having a great relationship with their team came back as the #1 hidden driver of 'fun' workplace for both Gen Z and Millennials.

The secondary driver was different between Gen Z and Millennials. For Gen Z 'feeling comfortable expressing my personality' was the second most important aspect of 'fun work environment.' For Millennials however, the second most important driver was a 'clear path to jobs promotions.'

Importance of a fun work environment (By Total)





KEY STRATEGIES:

- 1. Invest in building team relationships.** Companies sometimes expect that teams will magically come together and work well. Often the attitude is 'let them work it out.' Actually, engaging well with a team of people can be challenging for many people from time to time and company to company. In addition, Gen Z and Millennials expect their ideas and opinions to be heard alongside those of more experienced team members and even leaders. This expectation for increased collaboration can be challenging for many leaders. Your company can work to minimize these potential issues with 'working as a team' skill-based training, conflict resolution training, as well as setting clear expectations and procedures for your expectations of how great teams work together.
- 2. Create clear expectations and paths to job promotions.** Gen Z and Millennials expect more transparency when it comes to job promotions. They want to know what they need to accomplish to be considered for a promotion. The clearer your company can be on expectations about moving up the career ladder, the better, especially for Millennial employees who experience many financial pressures such as saving for a house, starting a family and paying off student loan debt.
- 3. Welcome expressions of individuality. Feeling comfortable expressing their individuality is more important to Gen Z and Millennials than free snacks!** This could be anything from musical choice and tattoos, to world views. Your company may want to re-evaluate certain expectations for appearance and consider strategies for promoting workforce diversity.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to create a more fun work environment for Gen Z and Millennial employees? Keep in mind this doesn't have to be a big or wholesale change, but even small things can make a big difference.

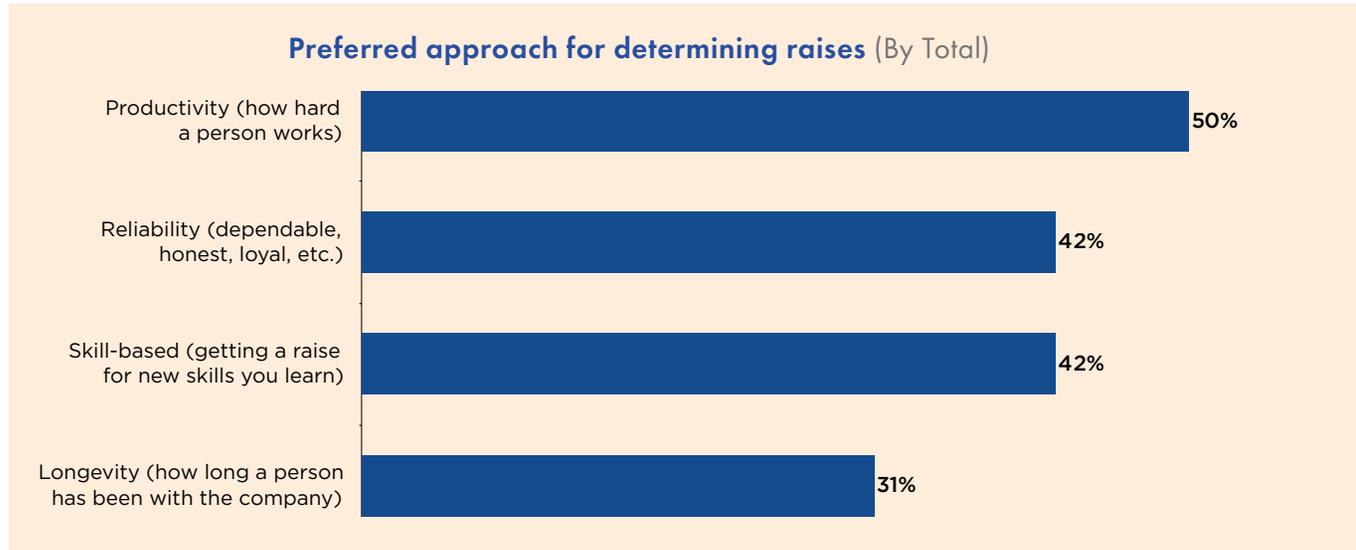
SECTION 3: PROMOTION EXPECTATIONS OF GEN Z AND MILLENNIAL EMPLOYEES

The good news is that 50% of Gen Z and Millennial employees still think that **hard work and productivity should be the main reason an employee should receive a raise**. The interesting news is they expect pay raises faster – potentially much faster than other generations. (S2, slide 38, Q28)

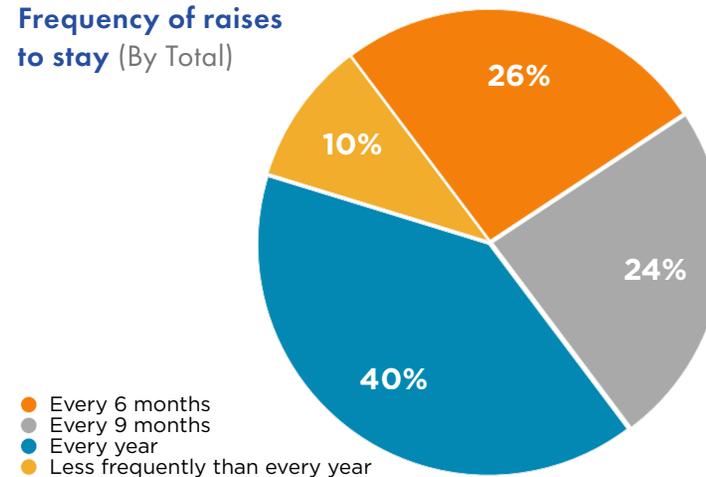
The good news is that few of Gen Z and Millennials feel that they should get a raise for just sticking around. Most think acquiring skills and being reliable and productive should determine a raise.

However, most Gen Z and Millennials expect an employer to recognize their skill development, reliability, and productivity faster. For these employees, the annual raise cycle is not in alignment with their expectations. Half of Millennials and Gen Z say they need to receive a raise every 6-9 months in order to stay with an employer. We found this to be true whether a person was a laborer - 57% expect a raise in less than a year, (S1, slide 13, Q5) or a manager - 32% expect a raise in less than a year as a manager (S2, slide 32, Q24).

HALF OF MILLENNIALS AND GEN Z NEED TO RECEIVE A RAISE EVERY 6-9 MONTHS IN ORDER TO STAY



Frequency of raises to stay (By Total)





KEY STRATEGIES:

1. **Incremental raises.** Consider breaking up annual raises into twice a year raise cycles. If the current standard is 3 to 5% raises annually, consider two 1.5 to 2% raises instead. If you give an annual bonus, consider giving smaller bonuses spaced 6 months apart. The frequency of the pay raise is important.
2. **Visible career advancement.** Often what Gen Z and Millennial employees want to see is progress towards goals which may or may not involve a raise. For employees learning new skills, consider a visible representation of that career advancement or progress which could be a virtual badge, star, title change or uniform change, etc. These representations should be clear to other team members so that employees can both feel they've made progress and others can see they are learning or have mastered a new skill as well. Pick representations that fit your company, workplace reality, and culture.
3. **Consider small bonuses for skill achievements.** Another way to encourage skill building is to provide a small bonus for certain skills that employees master. For larger companies, a lottery might work where everyone who achieved a specific skill during a certain timeframe gets their name included in a drawing for a prize. The person or persons whose name is drawn gets an instant cash bonus or reward of some kind (ex: SnapOn gift certificate).



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to adapt to Gen Z and Millennial expectations for more frequent pay raises or progress cycles?

SECTION 4: PERFORMANCE FEEDBACK EXPECTATIONS OF GEN Z AND MILLENNIAL EMPLOYEES

Needing more frequent performance feedback is a major difference between Gen Z and Millennial employees and other generations of employees and managers. In fact, some generations came of age thinking something was wrong if their boss was talking to them. However, Gen Z and Millennials feel something is wrong if their boss is not regularly talking to them!

The second DCA study found that **60% of Gen Z and Millennials need feedback from their supervisor at least once a week or more often** (18% want daily feedback) **in order to stay at their job!** (S2, slide 34, Q25)

This finding is consistent with CGK's findings across all major industries in the last several years. Gen Z and Millennials are consistently asking for more feedback on their work performance and can be unhappy if they don't receive it at least once per week.

Frequent performance feedback doesn't need to be a 1-hour in-depth coaching session. It can be a 1-minute check in with a 'thanks for that' or a redirect, 'hey, next time try this instead.' Think more in terms of feedback 'soundbites' and check in with Gen Z and Millennial employees more frequently, but with a shorter '1-minute coaching' type approach.





KEY STRATEGIES:

1. More frequent feedback may initially be uncomfortable for current supervisors who are used to monthly or annual feedback about job performance. Consider how to coach current supervisors to provide more frequent feedback to Gen Z and Millennial employees.
2. Although many Gen Z and Millennial employees prefer face-to-face feedback, consider technology tools that could help with more rapid feedback cycles and enable feedback when employees are in a different location than a supervisor.
3. Consider tools and options that will enable peers and mentors to provide frequent feedback so that the burden doesn't rest entirely on supervisors to provide performance feedback.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to create a feedback norm that compels Gen Z and Millennial employees to want to stay at their jobs in your company?

SECTION 5: RECOGNITION NEEDS OF GEN Z AND MILLENNIAL EMPLOYEES

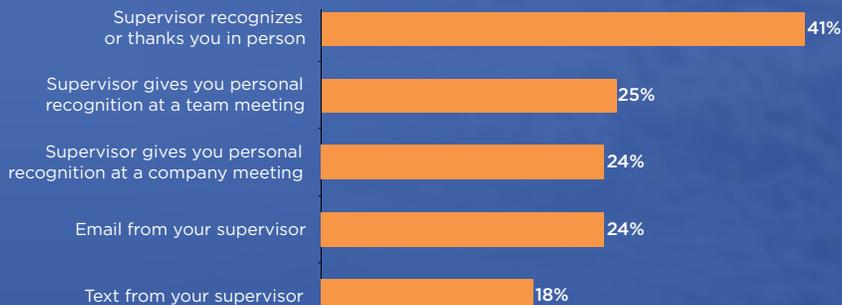
Gen Z and Millennial employees respond well to recognition for a job well done, or even for more simple tasks like being reliable and consistently delivering on their duties. Managers and supervisors who consistently show appreciation can receive greater engagement and often see more discretionary effort on the part of their employees.

We asked potential Gen Z and Millennial employees how they would most like to receive personal appreciation from their supervisor or manager when they've done a good job.

Although an in-person thank you is the clear winner, any of these methods will reap rewards with these generations that have grown up with instant feedback and recognition from video games, to school and social media. (S2, slide 35, Q26)



Preferred method of supervisor personal appreciation (By Total; Top 5 of 8)





KEY STRATEGIES:

1. **Recognition in front of a small group.** Recognition in front of a small group of their peers or team members is one of the most effective ways to show an employee you see the great job they're doing. This doesn't have to be formal but can be an informal "shout out" during a weekly or monthly meeting.
2. **Peer recognition.** During a team meeting ask if any employees want to recognize coworkers or colleagues for going above and beyond in alignment with the company's values. Encourage them to be specific. It can be as simple as "Brax stepped up big time on Thursday when the machine broke and I really appreciated that."
3. **Encourage customer thank yous.** When appropriate, ask customers if there is any feedback or message they want to be shared with the team. These could be actual customers of the company or stakeholders in the community where your project is located. These external thank yous, which could be a simple message you pass along or a thank you note, can carry a lot of weight and are great to post in a break room or employee space.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to help supervisors and managers show consistent appreciation for Gen Z and Millennial employees who've done a good job?

PHASE ONE: TEAM MEMBER'S CONSENSUS ON STRATEGIC GOALS

STRATEGIC GOALS TEAM WORKSHEET



If your company chose a team approach, schedule a review team meeting. Use this meeting to select the top 3 to 5 strategic goals or outcomes that your company should focus on in the area of retaining Gen Z and Millennial employees. You can pick these strategic goals by voting on them or they might align with a key initiative already taking place at your company. If voting or alignment doesn't lead your team to agree on their top priorities, you can also weigh each goal based on the importance to your company. One of these three approaches will get the job done to identify the top 3 to 5 strategic goals for creating your company's action plan.

1

2

3

4

5

PHASE TWO: BUILD THE ROADMAP



BRAINSTORM SOLUTIONS AS A TEAM

Once your top strategic goals are agreed upon, work as a group to brainstorm solutions or actions you can take to achieve each goal or outcome. These solutions can be based on your individual expertise, our strategies, or your group's brainstorming. The key here is to come up with as many solutions as possible that fit your companies' culture and operational guidelines. You can use any manner of brainstorming process that suits your team, such as ideas written on post-it notes that are attached to a wall or open dialogue in a group setting.

Evaluate & Choose Specific Solutions as a Team

After the team has created a trove of ideas, actions, and possible solutions to achieve each strategic goal, it's time to pick the top ones that will go into the plan. While this is a team exercise, one person should be in charge of recording the actions that the team decides upon for each strategic goal. This is your initial roadmap for working toward better retention of Gen Z and Millennials employees at your company.



STRATEGIC GOALS

List the top strategic goal agreed upon

Steps your company will take to achieve this goal

1 _____

2 _____

3 _____

4 _____

5 _____

PHASE THREE: BUILD YOUR TIMELINE



With the list of strategic goals and steps to achieve each one, now assign each

action to one person at your company and agree upon a timeline for completion. We find that both quick wins and longer-term gains are essential when it comes to building your action plan.

Make sure that you have actions and outcomes that can be achieved within 90 days (short-term wins), within 180 days (near-term wins), and more than 180 days (long-term wins).

Choose how you will measure success for each strategic goal and the actions you've identified to achieve it. This helps you to track your progress and get recognized for the hard work you have led to driving measurable gains.



TOP STRATEGIC GOAL

Action Items

Timeline

1

Owner _____

2

Owner _____

3

Owner _____

4

Owner _____

5

Owner _____

ACTION PLAN NEXT STEPS

With your strategic goals, action plan, and timeline, you're now ready to take action. The first step to take action is to share the plan with leadership. These are the leaders who will be responsible for providing resources. They need to understand the steps and your reasoning behind them. You will also agree on when and how you will update leadership to document progress. Some actions will require weekly meetings while others could be monthly.

REVIEW PROGRESS

The key is to make sure that the plan is reviewed at least once per month to ensure actions are being consistently taken and goals achieved. This way you and your company will start to see the benefits as fast as possible.





SHARING IN SUCCESS

While you are leading your team's efforts to hire and retain Gen Z and Millennial employees, you are not alone on this journey. We want to hear about your experience and your successes! Share your gains with others at the DCA so they can fast-track their gains, too. As a connected organization, we can position ourselves to unlock the potential of the newest most experienced generations — who we want to be our next employees and be a continued part of our success!

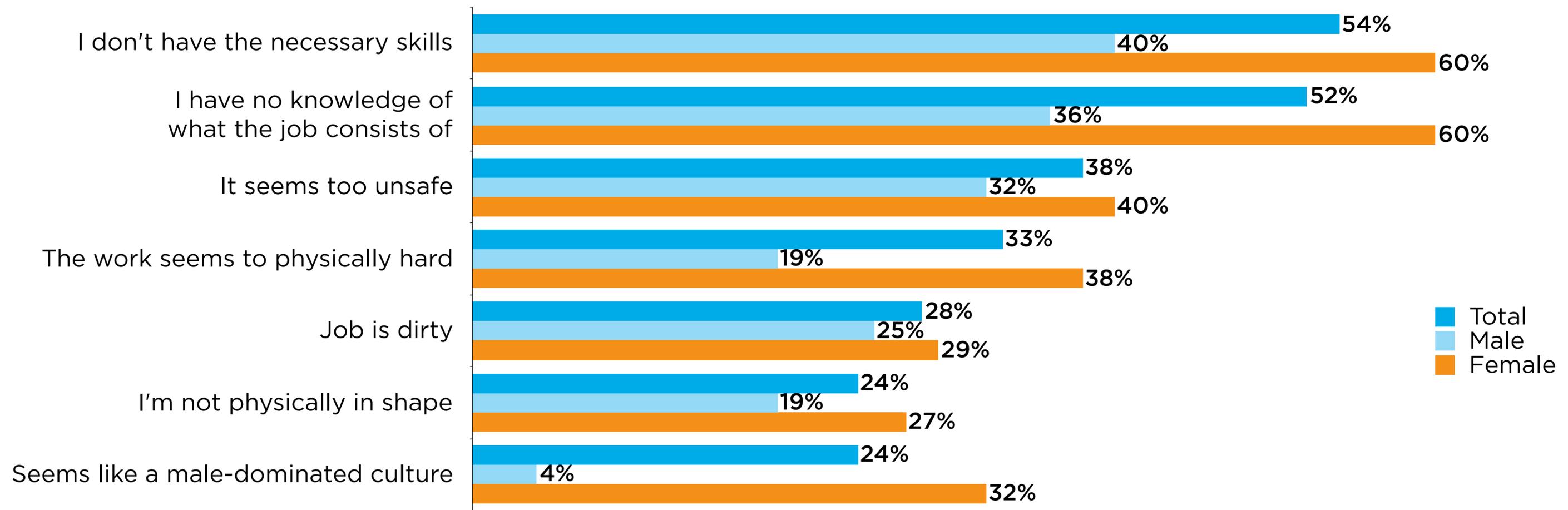




Lack of information keeps Millennials and Gen Z away from the construction industry

More than half of Millennials and Gen Z who wouldn't consider working in the industry feel like they don't have the necessary skills and don't understand the job requirements.

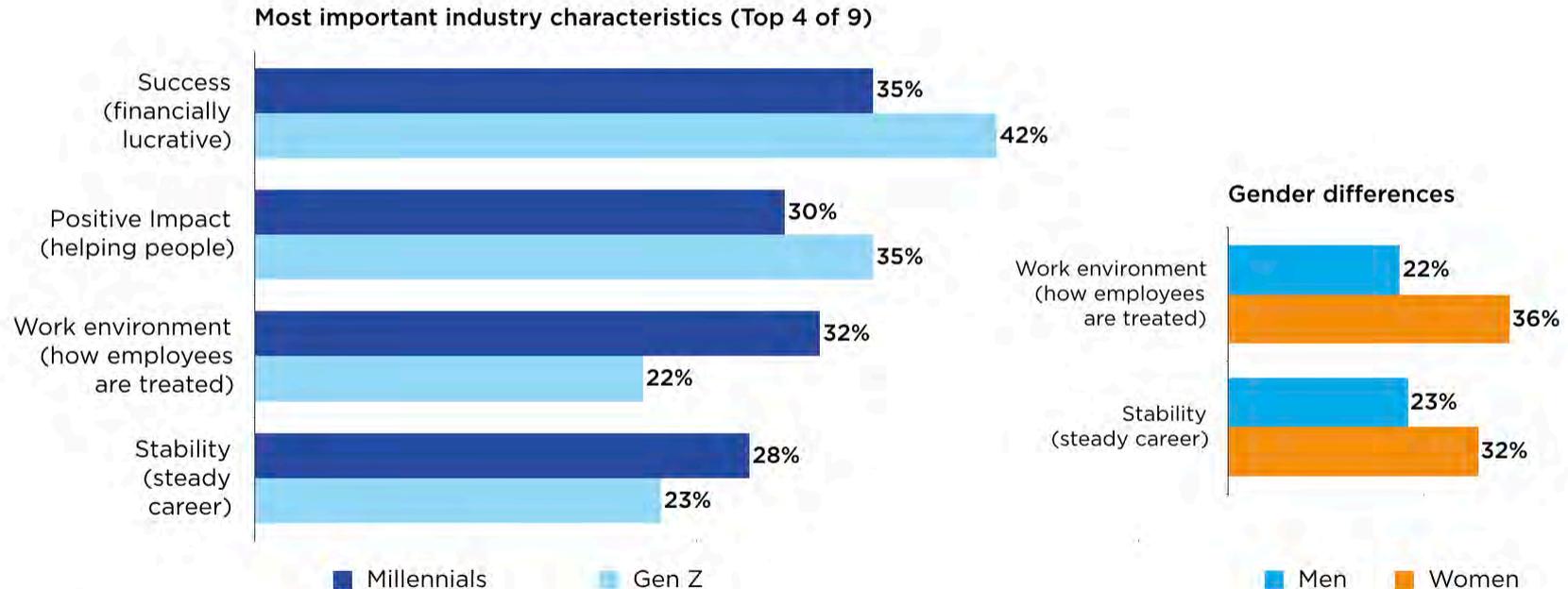
Reasons to not consider a working in the construction industry (Top 7 of 14)



S5. Why would you not consider working in the underground pipeline/utility construction industry? Please select all that apply. N=498

Financial success and helping others are the most important characteristics when choosing an industry

These two industry characteristics are especially important to Gen Z. Women see the treatment of employees and a steady career as much more important than men.



Q2. When considering options for your career, which of the following industry characteristics is most important to you? Please select your top two.

Acquiring, learning, and becoming an expert in new skills tops the list of most appealing aspects of a job

Learning good communication and people skills are also important to younger workers.

Most appealing aspects of a job (Top Two Box; Top 4 of 12)

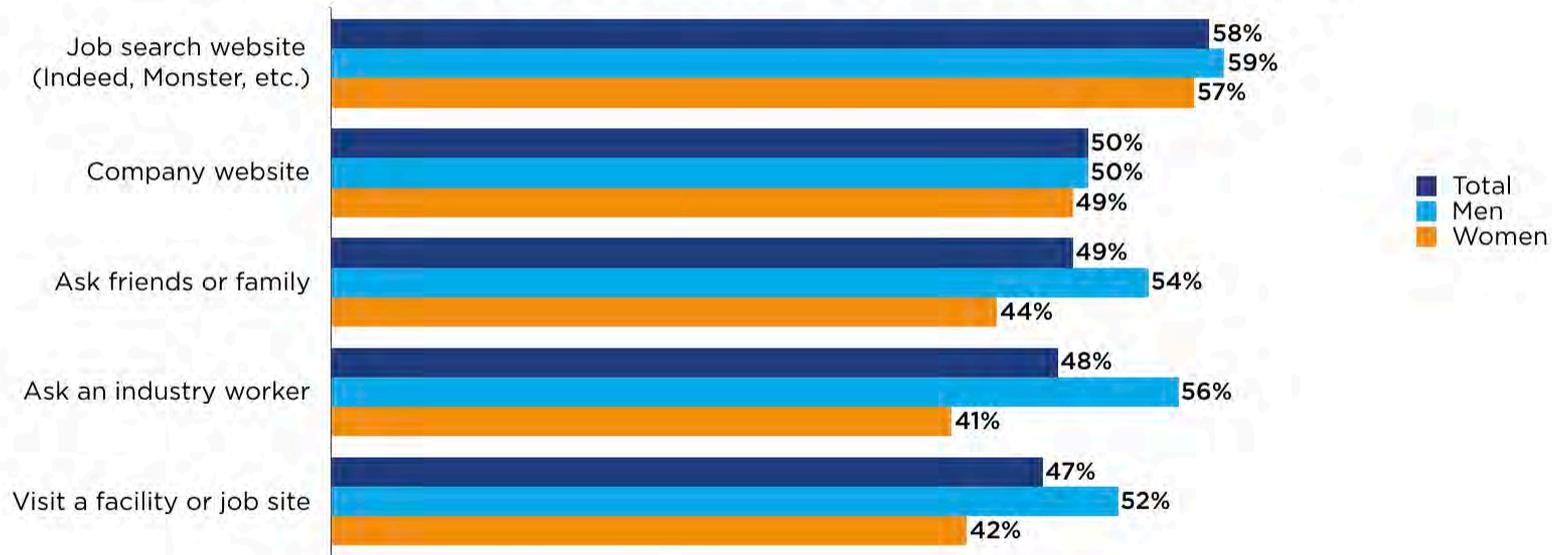


Q1. How appealing are each of the following aspects of a job to you? (Very appealing - Not at all appealing)

Job search websites are the primary means for finding available industry jobs

However, job seekers are also likely to use a variety of other methods to search for underground pipeline jobs.

Likely or very likely to use to search for a pipeline construction job (Top 5 of 10)

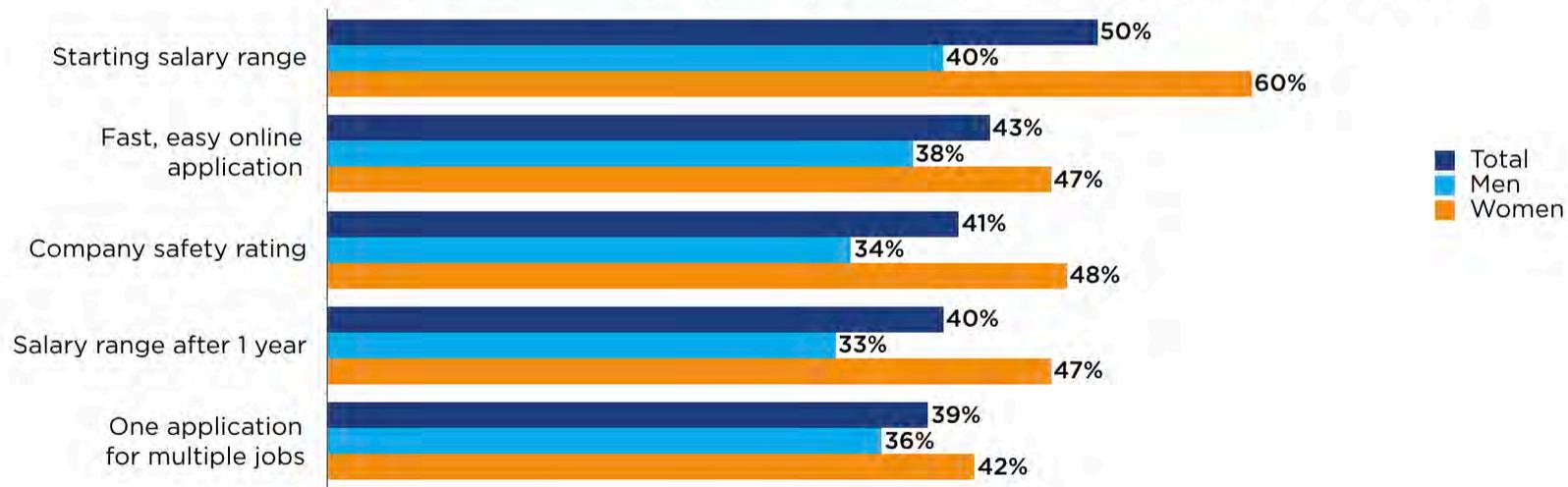


Q10. How likely you would be to use each of the following methods to search for available jobs in the underground pipeline/utility construction industry? (Not at all likely - Very likely)

Listing a position's starting salary range is a must for company websites

Half of workers under 30 say that a pipeline construction company's website **must** have the starting salary range for a job in order for them to apply. This is more important for women than men. A fast, easy online application process is also a "must have."

Must be on a pipeline construction company website in order to apply for a job (Top 5 of 10)

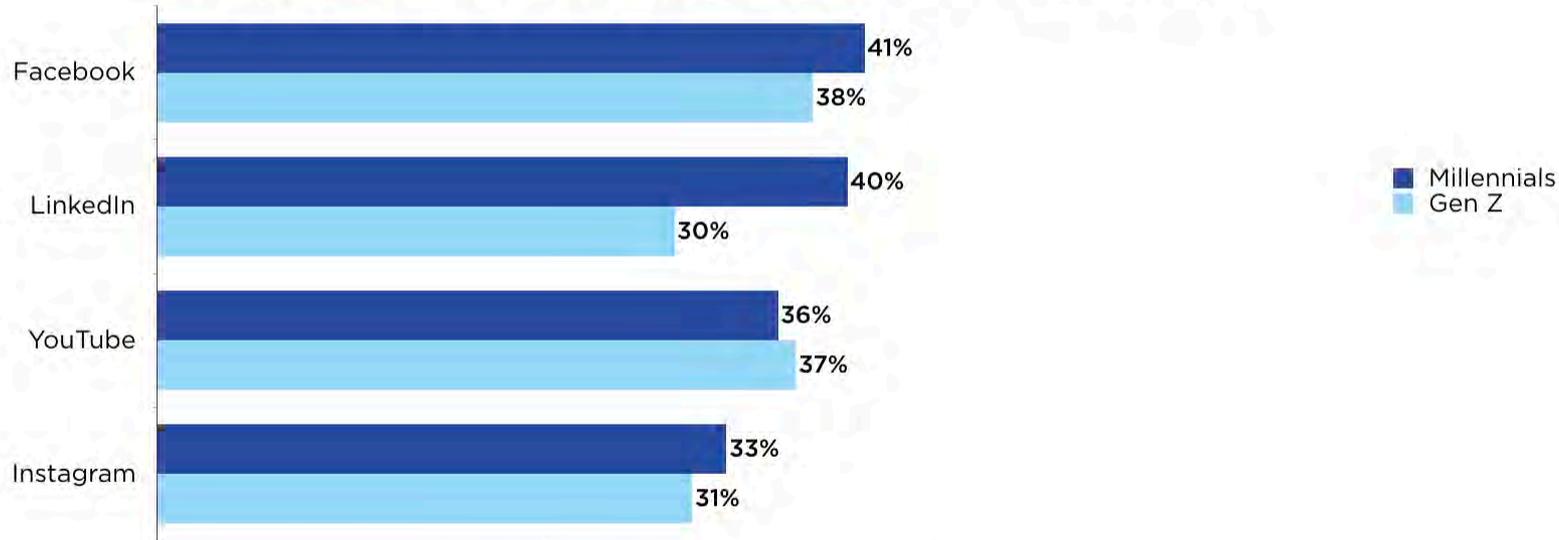


Q17. Which of the following features does an underground pipeline/utility construction company absolutely need to have on their website order for you to apply? Please select all that apply.

Facebook and LinkedIn are the most used platforms to search for industry jobs

Millennials are much more likely than Gen Z to use LinkedIn. Gen Z, however, chooses Facebook first and YouTube as a close second.

Likely or very likely to use to search for pipeline construction job openings (Top 4 of 6)

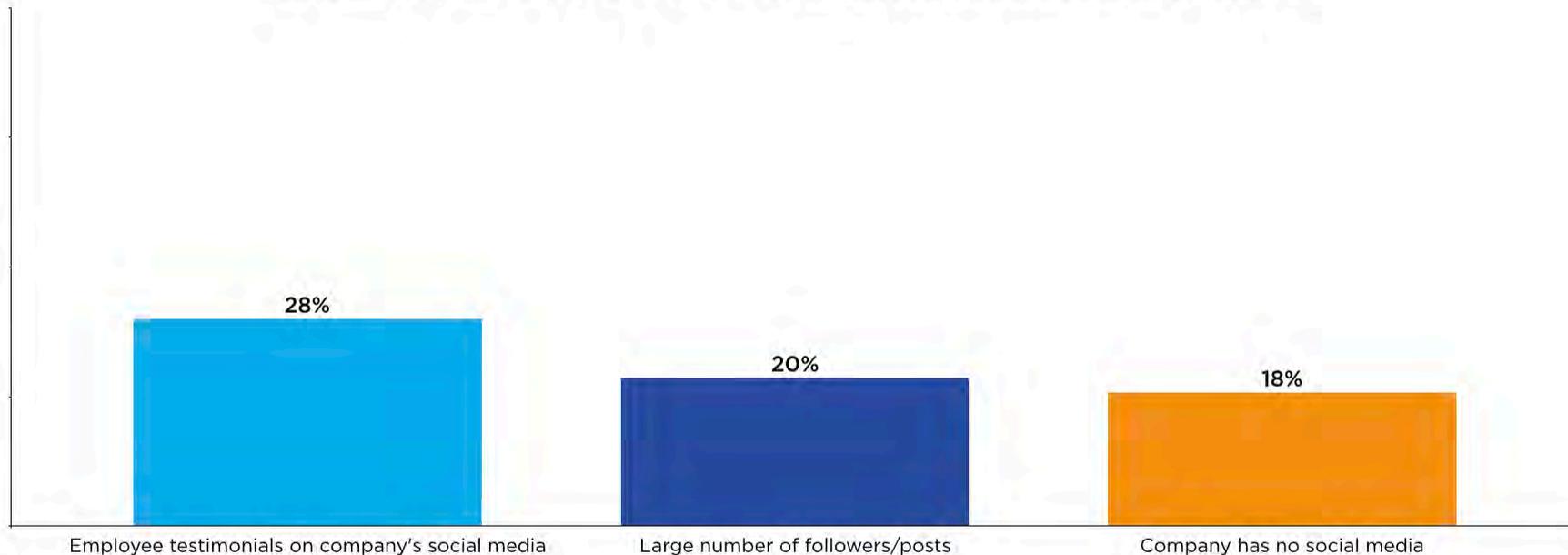


Q11. How likely would you be to use each of the following social media platforms to search for available positions at an underground pipeline/utility construction company? (Very unlikely - Very likely)

Social media also plays a growing role in company reputation

Younger workers form their opinion of a company's reputation in part through social media, not just the company's social media presence, but also the lack of it.

By Total: Social media factors that absolutely impact your view of a company's reputation

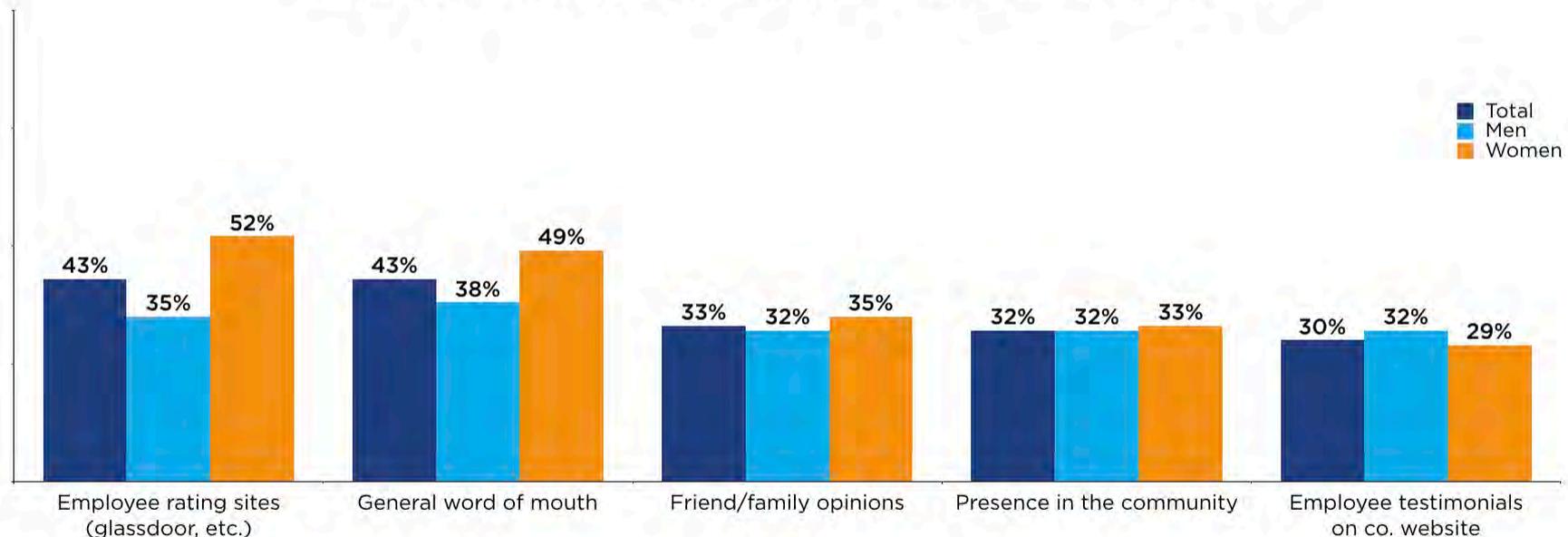


Q18. Which of these absolutely impacts your view of a company's reputation? Please select all that apply.

Online ratings, reviews, and word of mouth heavily impact a company's reputation

These are in fact, the largest influencers on how younger workers view a company. Women are impacted more strongly than men by both online ratings websites and general word of mouth.

Top factors that absolutely impact your view of a company's reputation (Top 5 of 8)

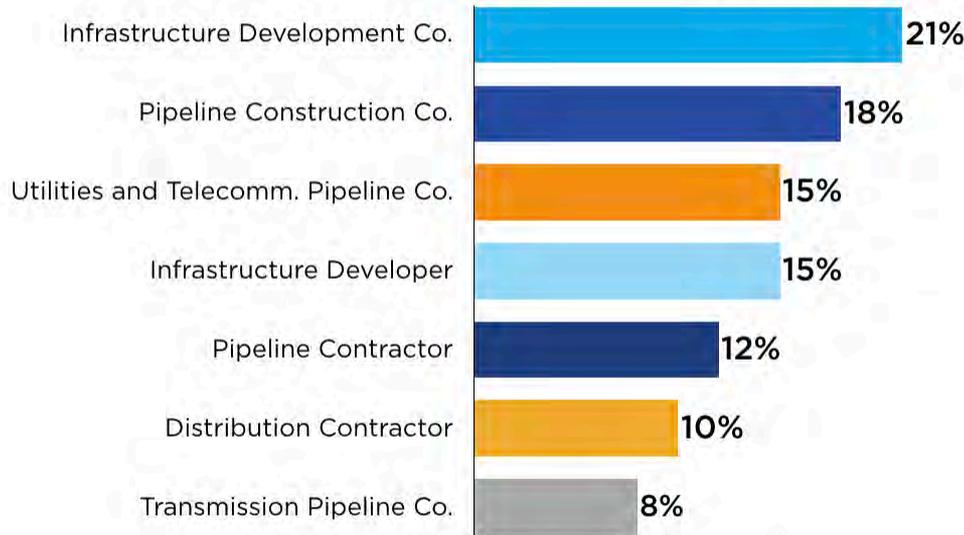


Q18. Which of these absolutely impacts your view of a company's reputation? Please select all that apply.

Infrastructure development is the most appealing company description

1 in 5 Millennial and Gen Z workers say this is the most appealing way to describe a company that builds pipelines across America.

By Total: Most appealing way to describe a pipeline company



Q15. Which of these is the most appealing way to describe a company that builds pipeline across America? Please select one.

Millennials and Gen Z find purpose in “connecting” and “building America”

Connecting resources and people and building the foundation and future of America are the most appealing ways to describe the purpose of an underground pipeline construction company.

By Total: Most appealing way to describe what a pipeline company does

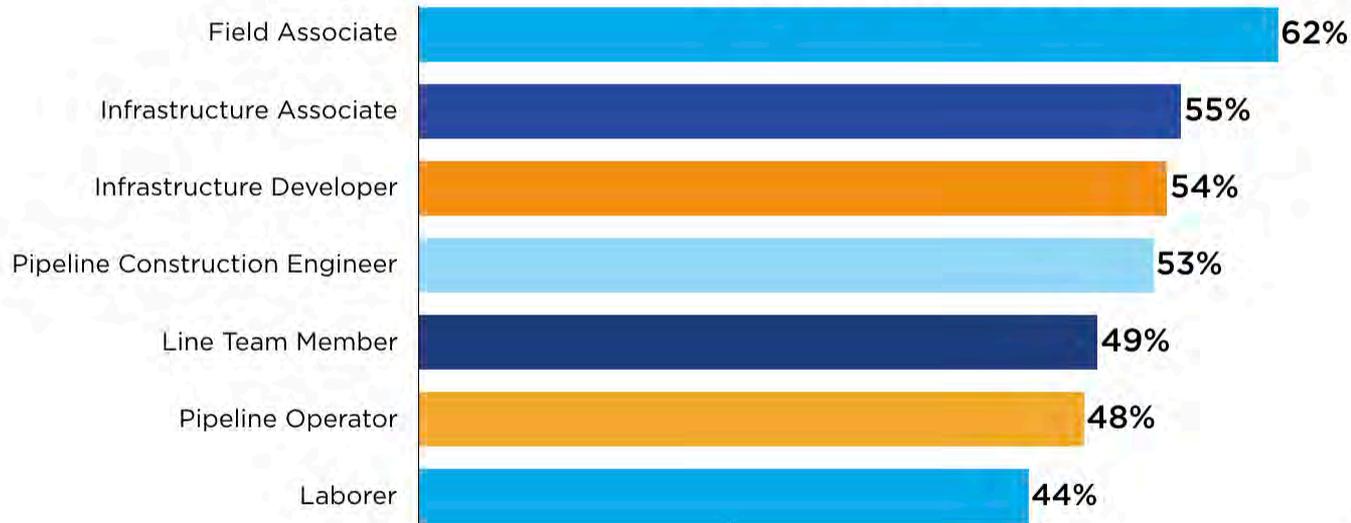


Q16. Which of these is the most appealing way to describe the purpose of an underground pipeline/utility construction company?
Please select one.

A “field associate” job title would result in the most Millennial and Gen Z applications

62% of potential job seekers say they would apply for a job with the field associate title. Having “infrastructure” in the job title is the next most appealing descriptor.

By Total: Would apply for a job with this title (Top 6 of 9)

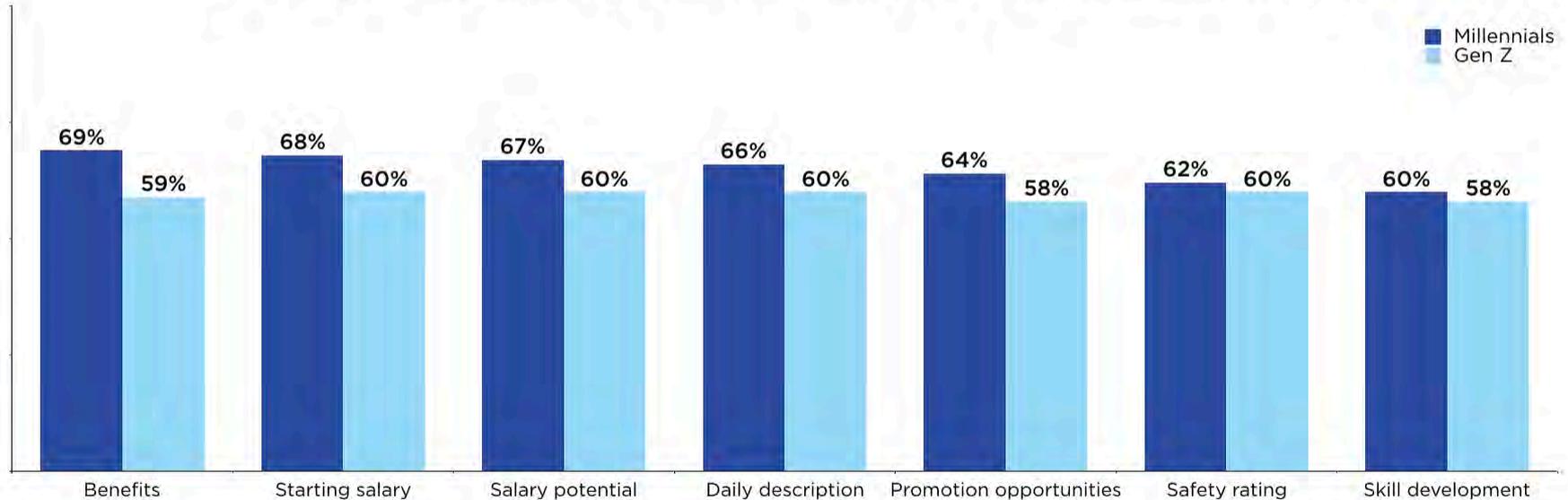


Q14. Would you apply to a job that has this title?

Future growth potential inspires younger workers to apply for a job right away

Starting salary and benefits are of top importance in online job postings but future salary range and opportunities for training and advancement also inspire Gen Z and Millennials to apply. Gen Z in particular also cares a great deal about seeing the company's safety rating.

By Total: Job posting components that would most convince you to apply immediately (Top 6 of 12)



Q13. How much would each of the following written components of an underground pipeline/utility construction company online job posting affect your likelihood of applying immediately. (Does not at all make me want to apply - Absolutely makes me want to apply)

Messaging pipeline engineer and a starting salary in job postings makes a huge difference to young workers

Workers under 30 are far more likely to apply for a position that has a pipeline engineer title, and for one that announces a good starting salary.

MESAGED PIPELINE ENGINEER AND SALARY



21%



79%

MESAGED PIPELINE ENGINEER



33%



67%

Q21 & Q23. Imagine you want to apply for a job like this. Which of these job postings would you apply for first?

The application time should be under 10 minutes and the hiring process should take less than 10 days

BY TOTAL: MAXIMUM TIME A JOB APPLICATION SHOULD TAKE



Q25. What is the maximum amount of time an underground pipeline/utility construction job application needs to take in order for you to apply? Please select one.

BY TOTAL: LENGTH OF TIME FROM APPLICATION TO STARTING WORK

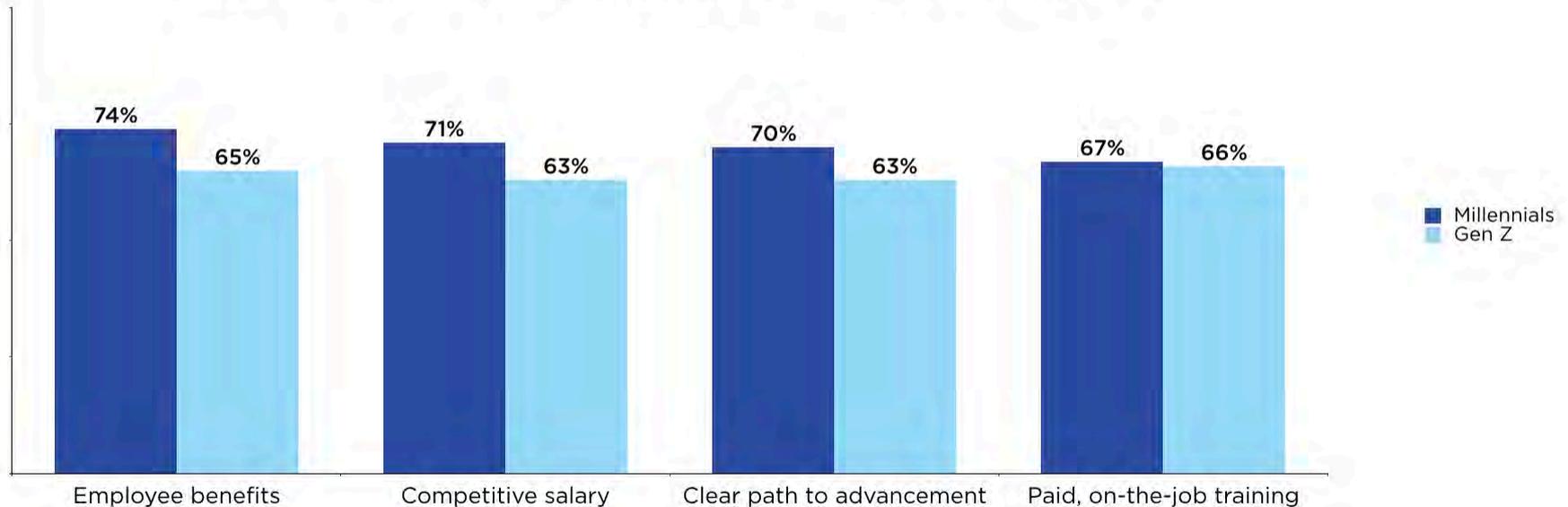


Q27. How long after you've applied for an underground pipeline/utility construction job should it take until you start your first day of work? Please select one.

Benefits and competitive salary are the most likely factors to impact the decision to accept a laborer position

Potential employees are also highly influenced by a clear path to advancement and paid training and development. Millennials are more likely than Gen Z to be influenced by benefits and salary.

Likely or very likely to influence your decision to accept a laborer position (Top 4 of 11)



Q7. Please indicate how much each of the following would influence your decision to accept a laborer position. (Not at all influence - Highly influence)

There is a wide range in salary expectations for accepting a laborer position

LOWEST STARTING SALARY TO ACCEPT A LABORER POSITION (BY TOTAL)

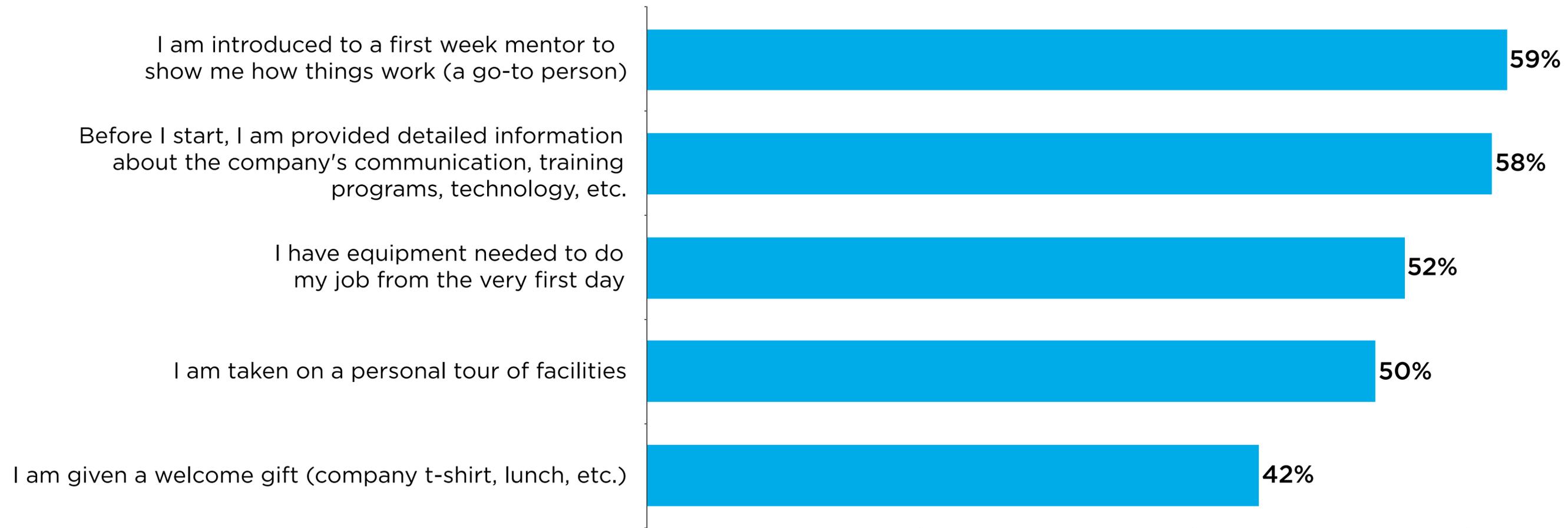


Q3. What is the lowest starting salary you would accept in order to take a laborer position? Please select one.

Introduce Millennials and Gen Z to a first week mentor to make them immediately feel like part of the company

Also, provide them detailed information about the company before they start.

Onboarding experience that makes you feel like part of a company (By Total; Top 5 of 12)

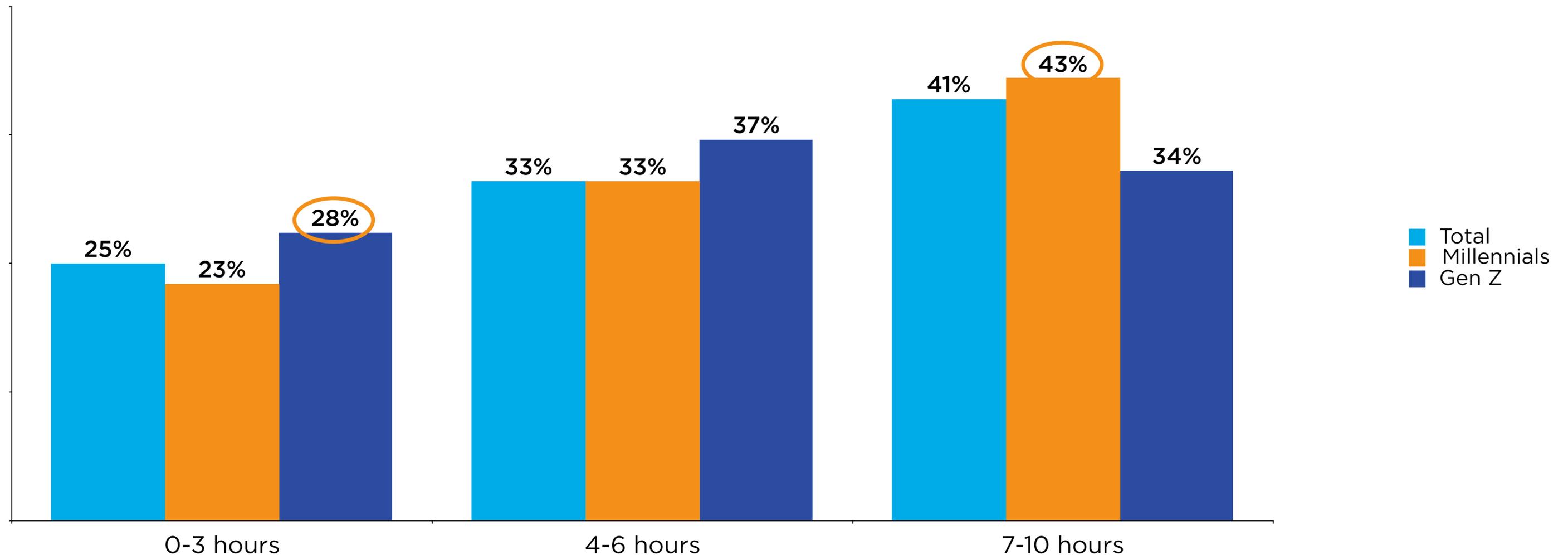


Q1. Which of the following new employee onboarding experiences would make you immediately feel like part of the company? Please select your top five.

Over 40% of Millennials and Gen Z would be willing to complete 7-10 hours of paid training before the first day

Millennials are more likely than Gen Z to complete more hours of paid training (safety training, online courses, industry basics, etc.) before the first day on the job.

Hours of paid training you would want to complete before the first day

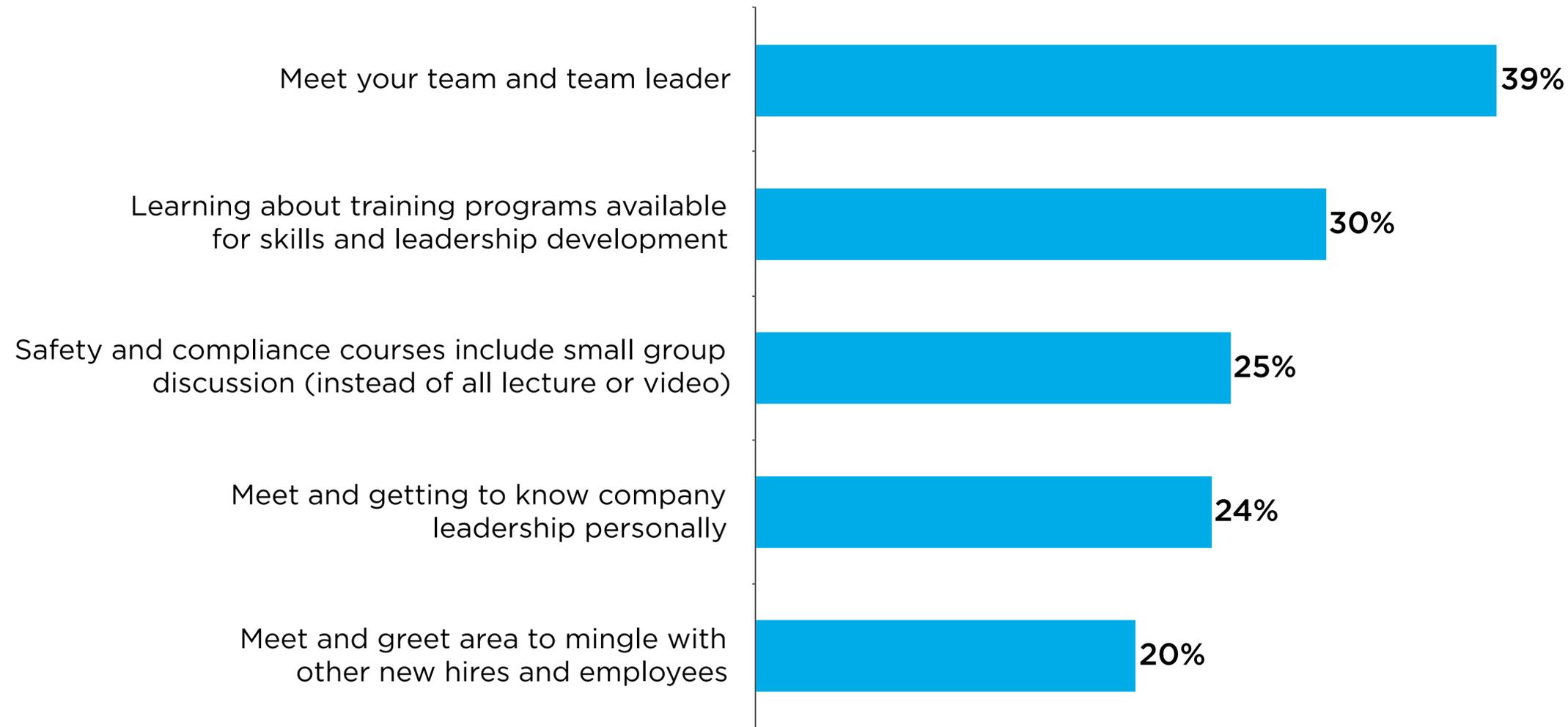


Q15. How many hours of paid training (safety training, online courses, industry basics, etc.) would you want to do before the first day on the job? Please select one.

Meeting the team and team leaders is the most important task on the first day of New Hire Orientation

Learning about programs for skill development and safety and compliance courses are also important to discuss on the first day.

Most important on first day of New Hire Orientation training (Top 5 of 9)

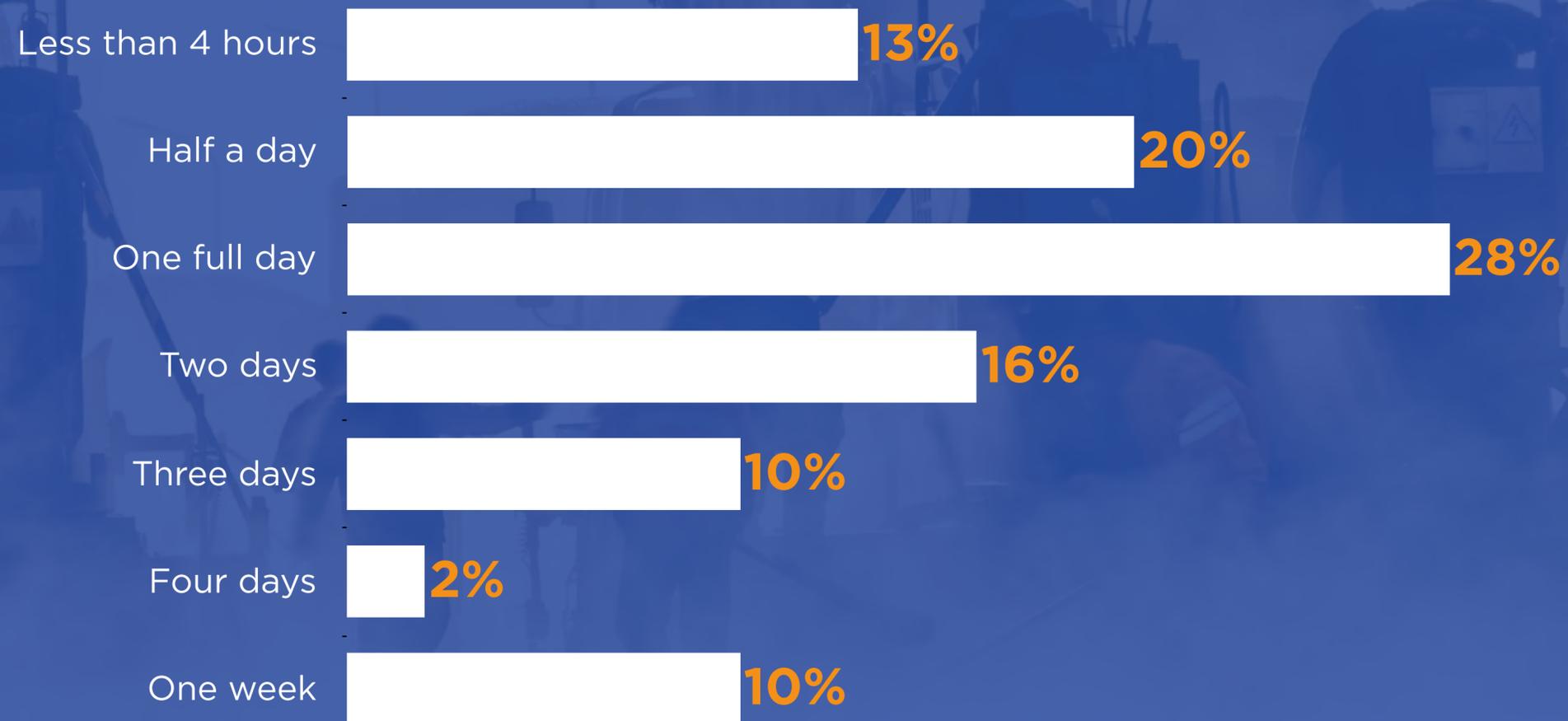


Q6. Which of the following are most important to you on the first day of New Hire Orientation training? Please select your top two.

New Hire Orientation training should last a day or less

In fact, 61% of all potential Millennial and Gen Z employees believe that New Hire Orientation training should last a full day or less.

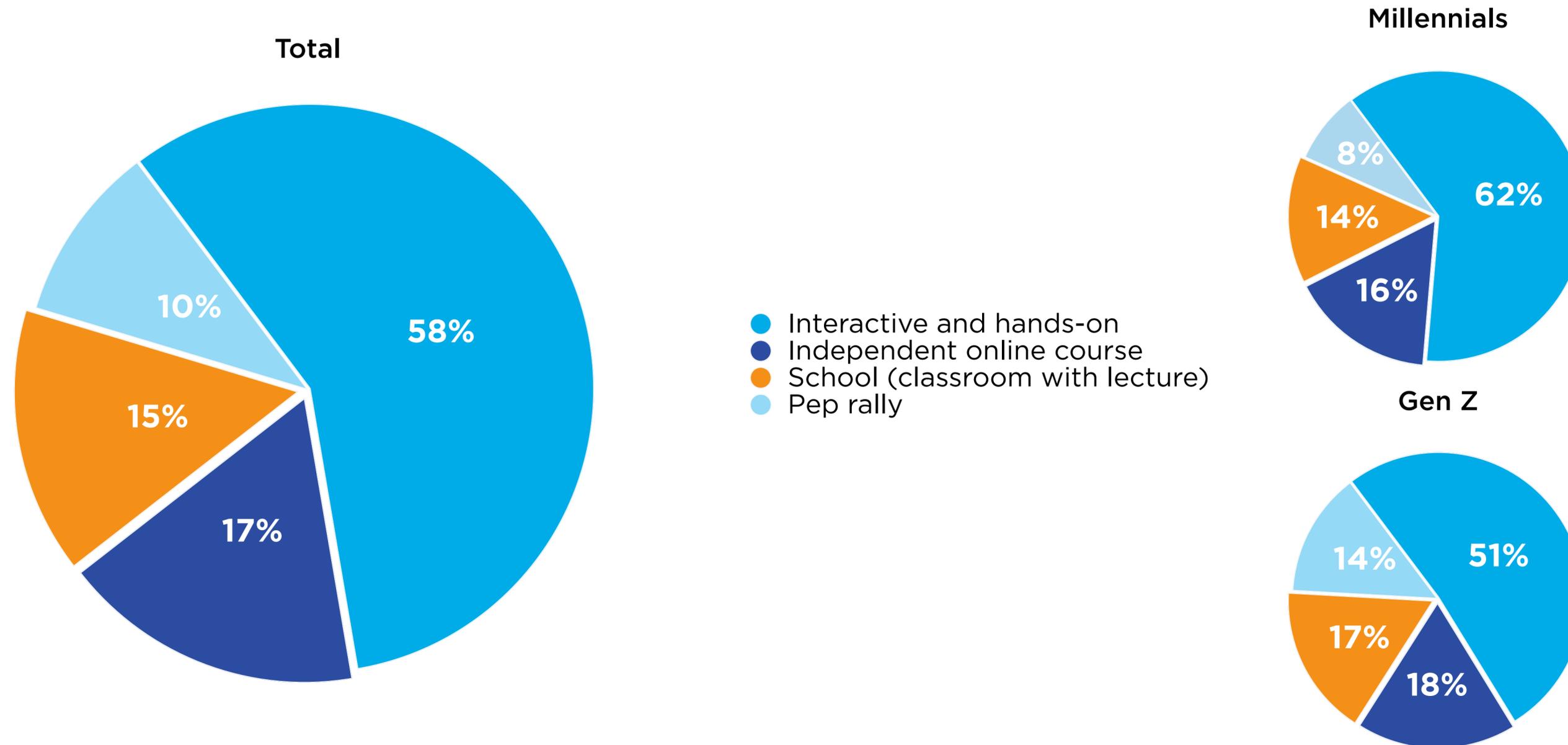
IDEAL LENGTH OF NEW HIRE ORIENTATION TRAINING (BY TOTAL)



Q7. Ideally, how long would you like New Hire Orientation training to take? Please select one.

An interactive and hands-on new hire orientation experience is by far the most preferred approach

This method is preferred even more by Millennials, while Gen Z is slightly more interested in a pep rally style orientation experience.



Q9. Ideally, how would you like New Hire Orientation to feel? Please select one.

Orientation should be a mix of in-person and online activities

Logistics and paperwork should be completed online while in-person activities should be engaging and build relationships.

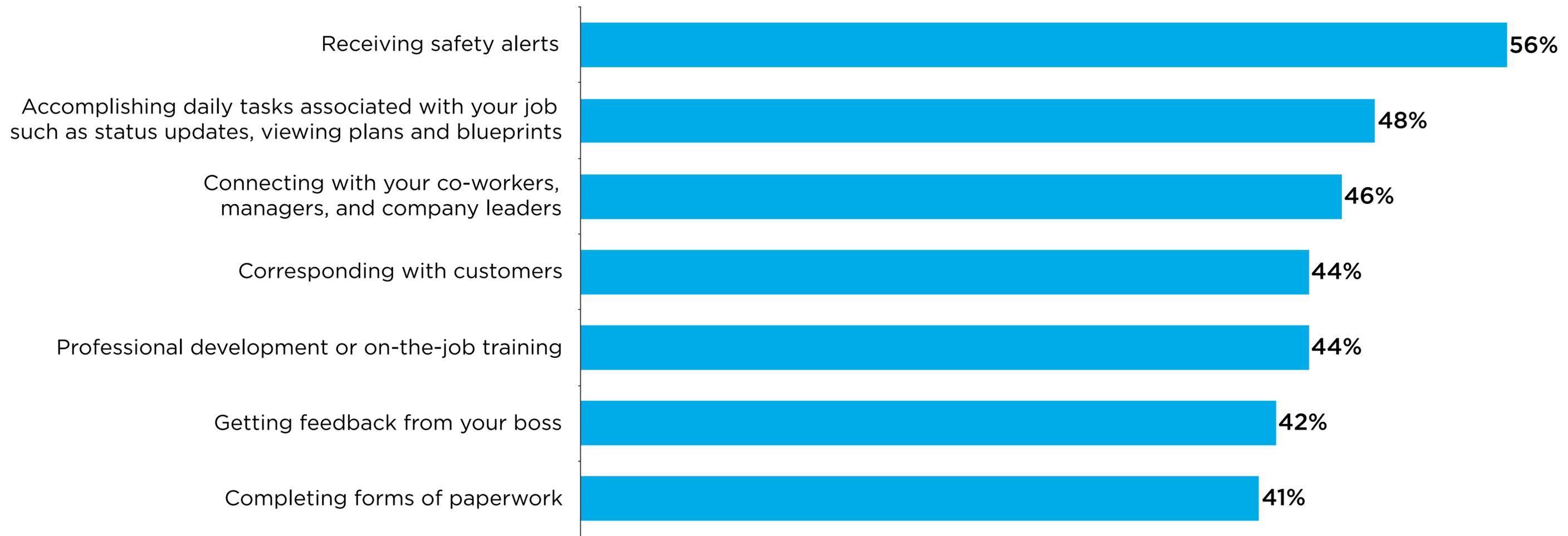


Q8. Please choose how you would most like to experience each part of New Hire Orientation.

Over half of Millennials and Gen Z think it's very important to use mobile technology to communicate safety alerts

Daily status updates, connecting with your coworkers and managers, and corresponding with customers are also situations when mobile technology should be used.

Very important to use mobile technology situations (By Total)

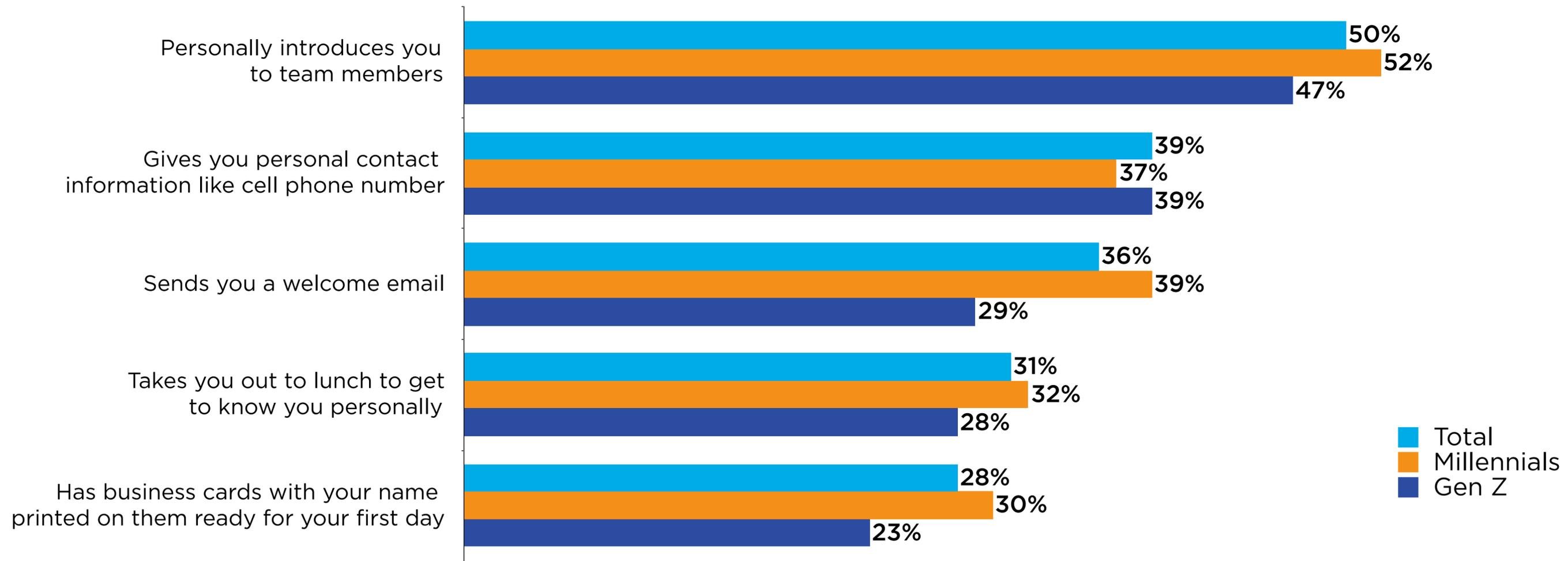


Q10. For each of the following situations, how important is it to use mobile technology in your underground pipeline/utility construction job?
Very important, Somewhat important, Not important

Millennials and Gen Z want personal introductions to immediately feel like part of the team

Millennials are especially interested in this type of personal attention compared to Gen Z overall.

Ways supervisor can make you feel like part of the team (Top 5 of 9)

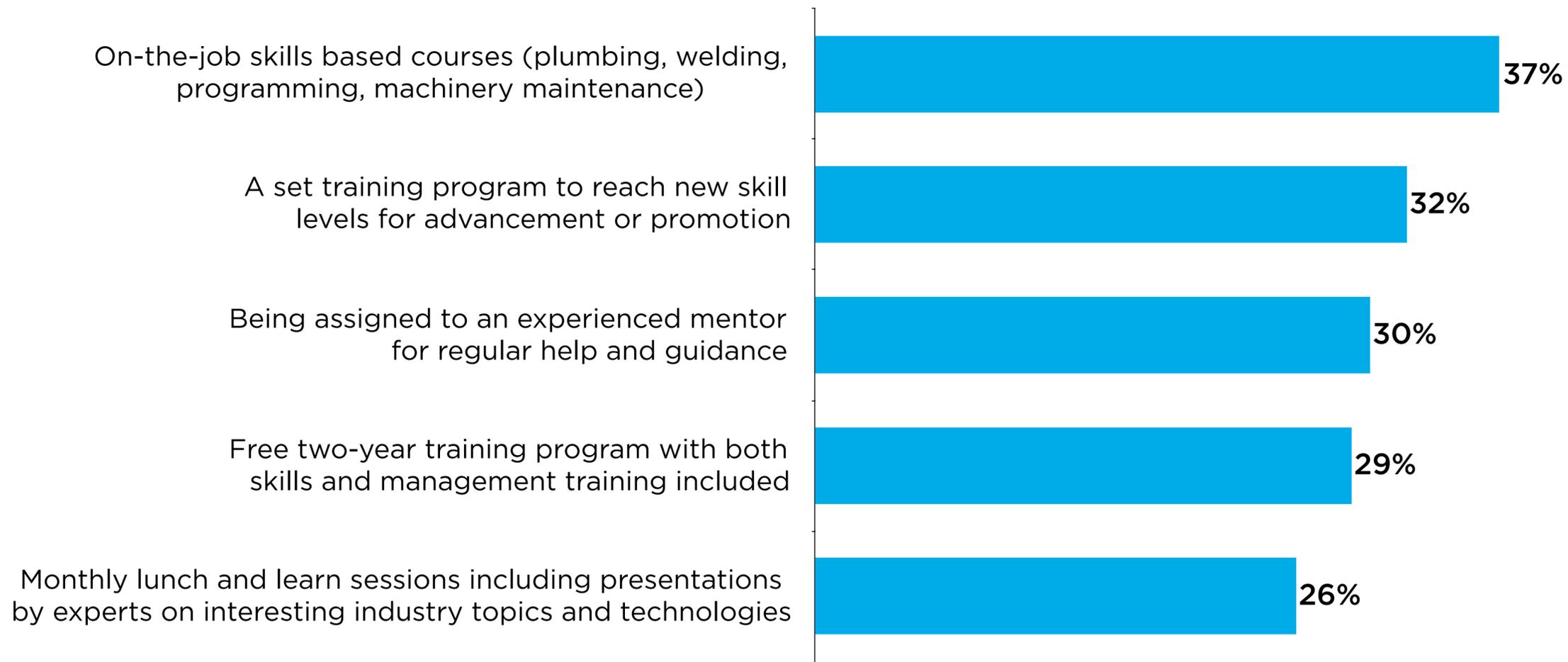


Q4. How could your supervisor immediately make you feel part of the team? Please select all that apply.

On-the-job courses are the most important skill development programs for Millennials and Gen Z

Training programs that clearly link skill levels to promotions or advancement are also important.

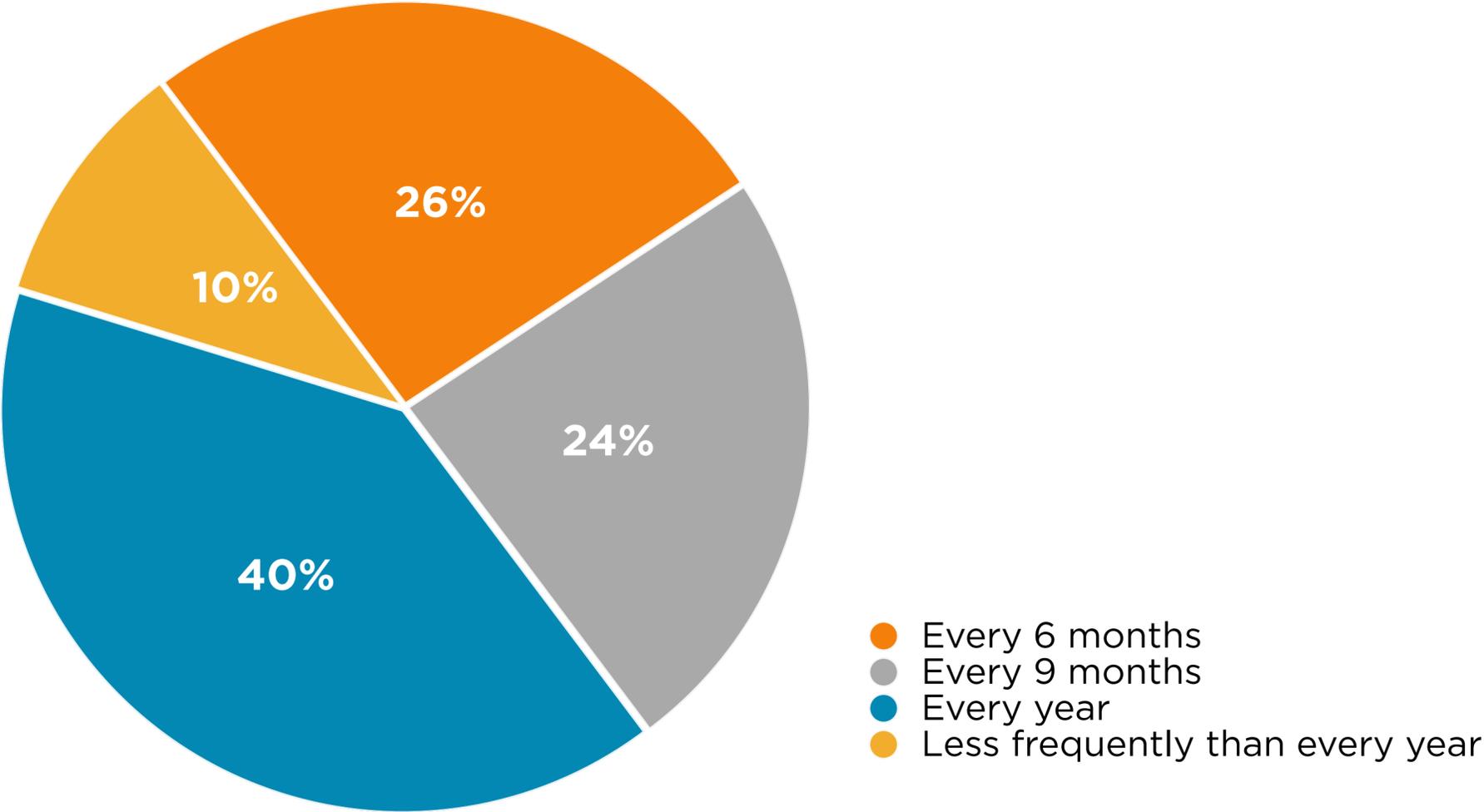
Most important skill development programs (By Total, Top 5 of 8)



Q11. Which of the following skill development programs would be most important to you if you were to build your career in the underground pipeline/utility construction industry? Please select your top two.

Half of Millennials and Gen Z need to receive a raise every 6-9 months in order to stay

By Total: Frequency of raises to stay



Q27. How often would you need to receive a raise to continue to work at an underground pipeline/utility construction job? Please select one.

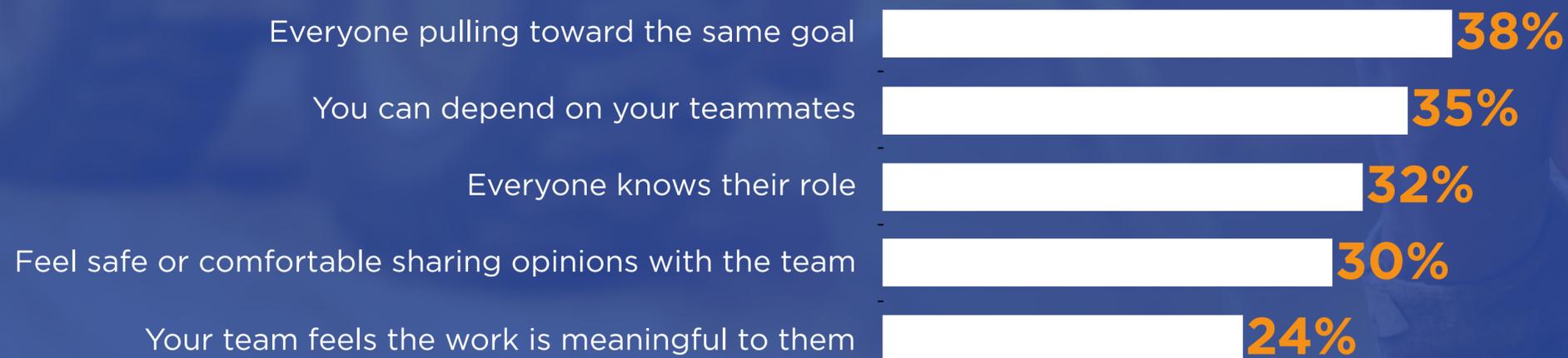
Millennials and Gen Z feel open communication is the top quality of a good manager. Working toward the same goal is the top characteristic of an effective team.

TOP CHARACTERISTICS OF A GOOD MANAGER (BY TOTAL; TOP 5 OF 11)



Q21. In your mind, what are the key characteristics of a good manager? Please select your top three.

TOP CHARACTERISTICS OF AN EFFECTIVE TEAM (BY TOTAL; TOP 5 OF 6)

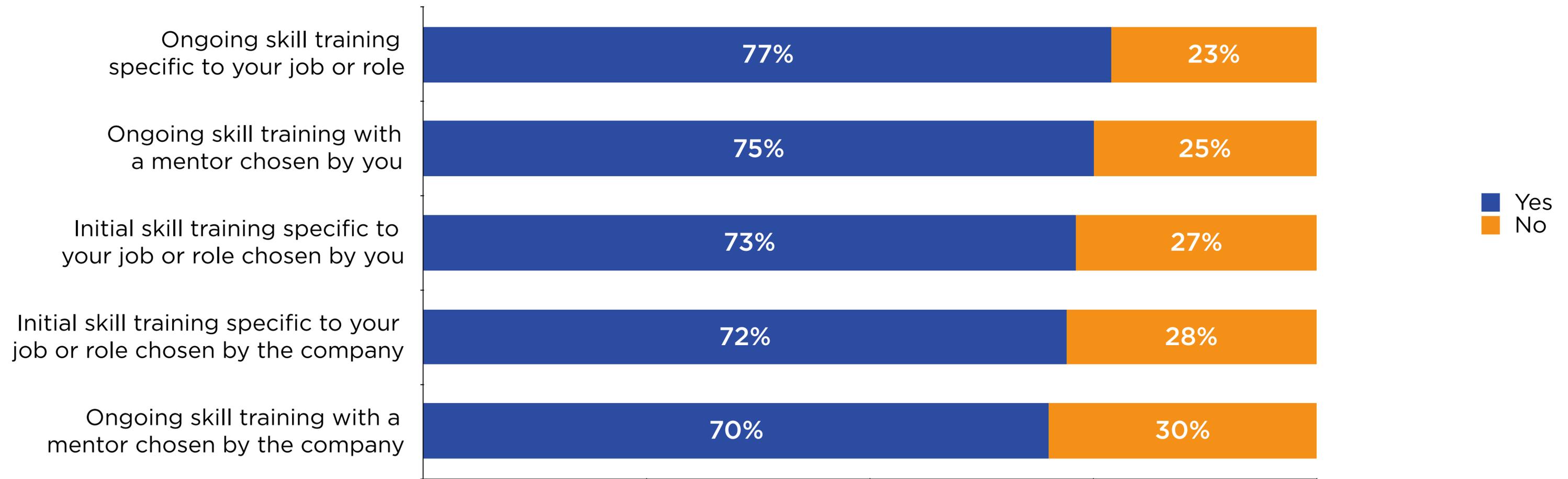


Q22. In your mind, what makes a team effective? Please select up to two.

Job specific skill training chosen by employees is most likely to convince them to stay 6 months longer

All suggested training programs were well received as 70% or more of all potential Millennial and Gen Z employees would stay at least 6 months longer if involved in one of these types of skill specific training programs.

Would this training program convince you stay 6 months longer? (By Total)

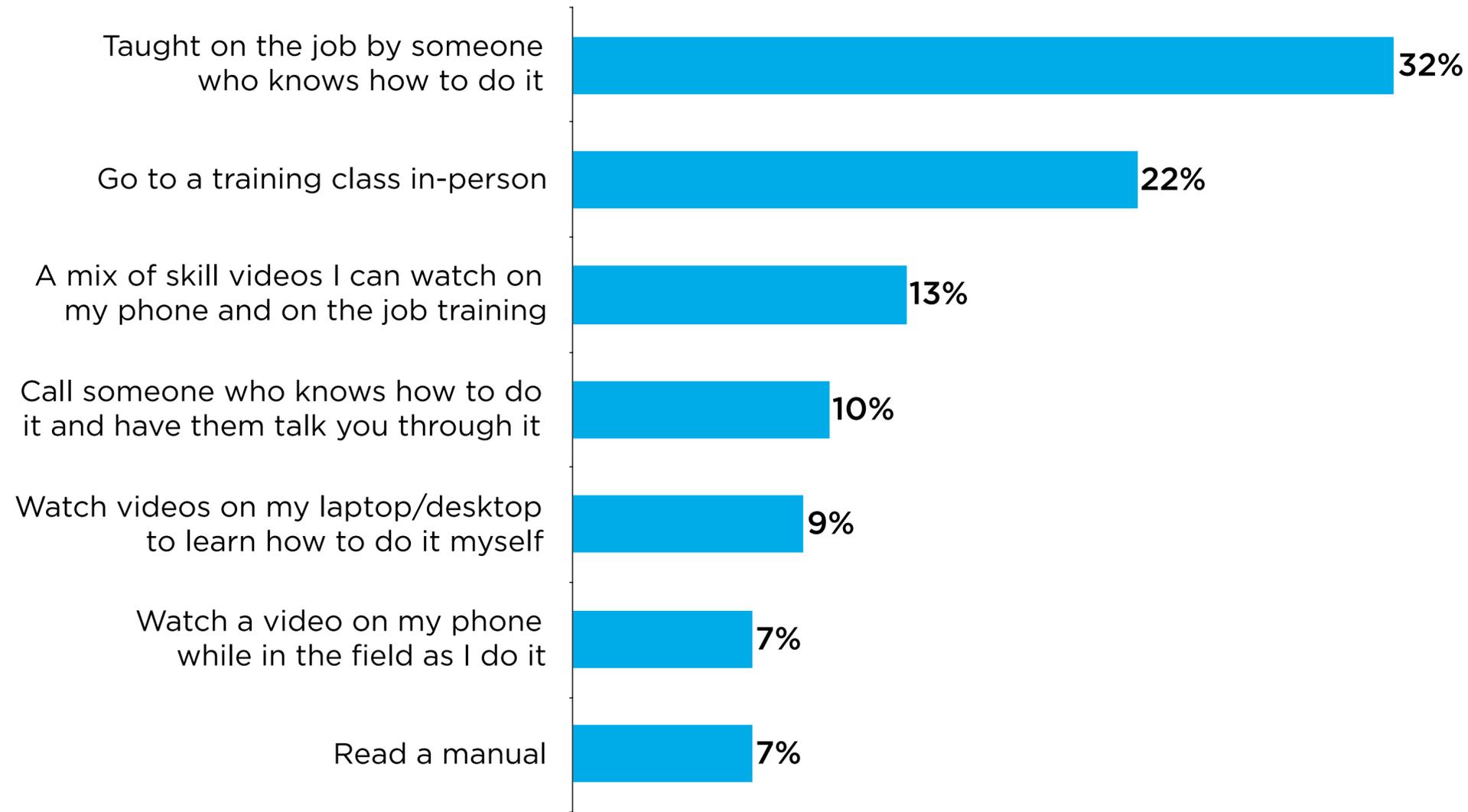


Q12. Would the following types of skill specific training programs convince you to stay 6 months longer at an underground pipeline/utility construction job? Yes/No

Millennials and Gen Z prefer their on-the-job training to come from a skilled worker

This holds true across generations and gender.

Preferred ways to learn an on-the-job skill (By Total)

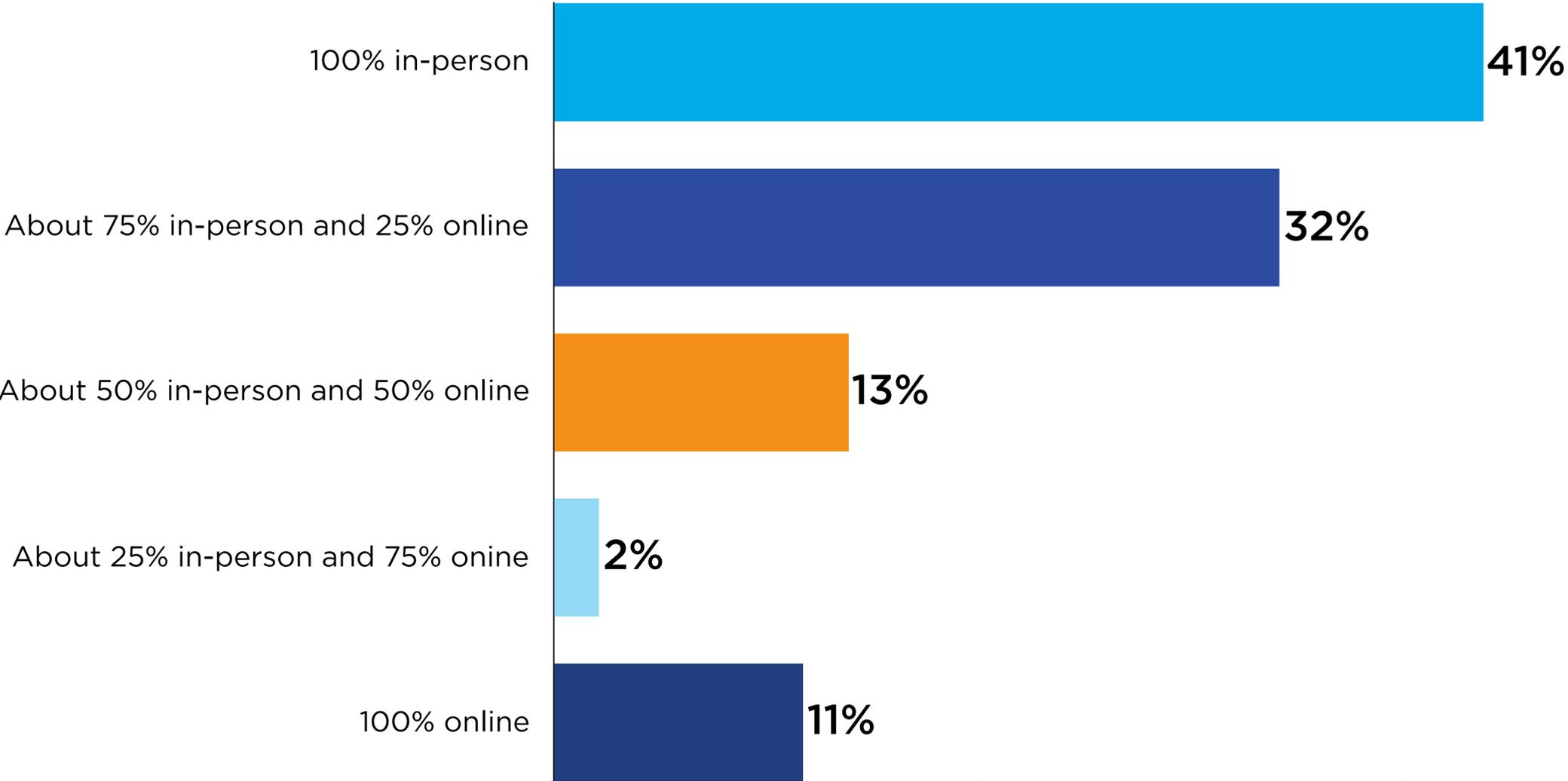


Q13. When you learn an on-the-job skill in the underground pipeline/utility construction industry, how would you prefer to learn it? Please select one.

Millennials and Gen Z also prefer in-person training

In fact, 73% of all potential new employees want exclusively in-person or mostly in-person training methods.

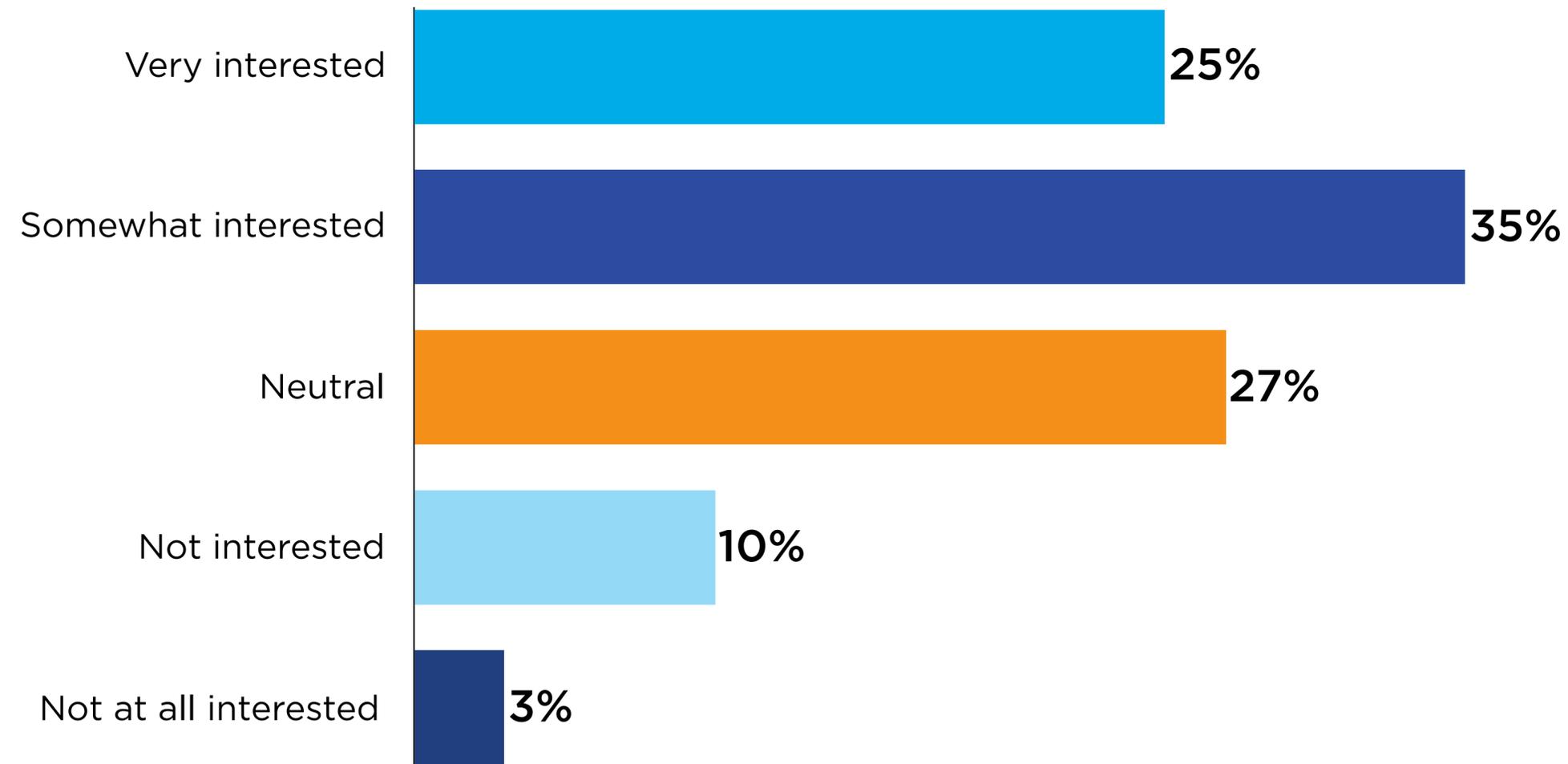
Preferred way to receive training (By Total)



Q14. Please choose how you would most like to receive training at an underground pipeline/utility construction job. Please select one.

60% of Millennial and Gen Z employees would be interested in receiving management training

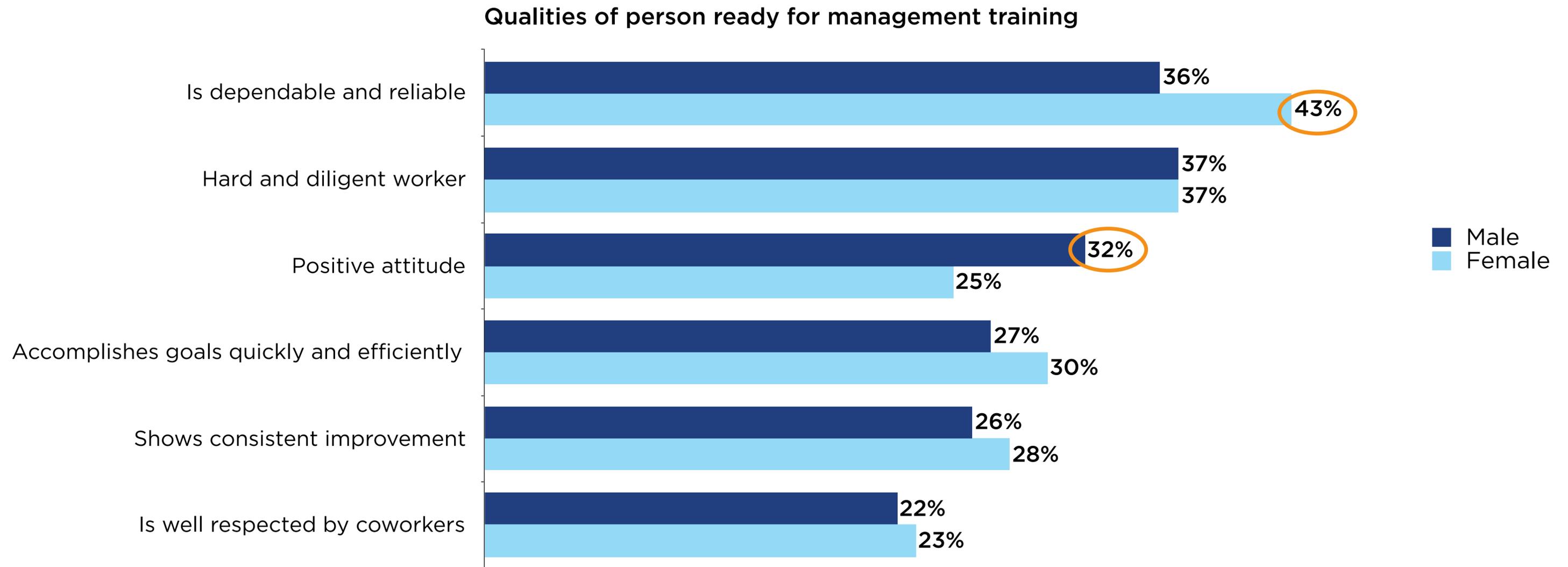
Interest in management training (By Total)



Q16. How interested would you be in receiving management training at an underground pipeline/utility construction job? Please select one.

According to Millennials and Gen Z, dependability and hard work are the top qualities for a potential management trainee

Women see a dependable person as significantly more qualified for management training compared to men. Men favor a positive attitude more than women.

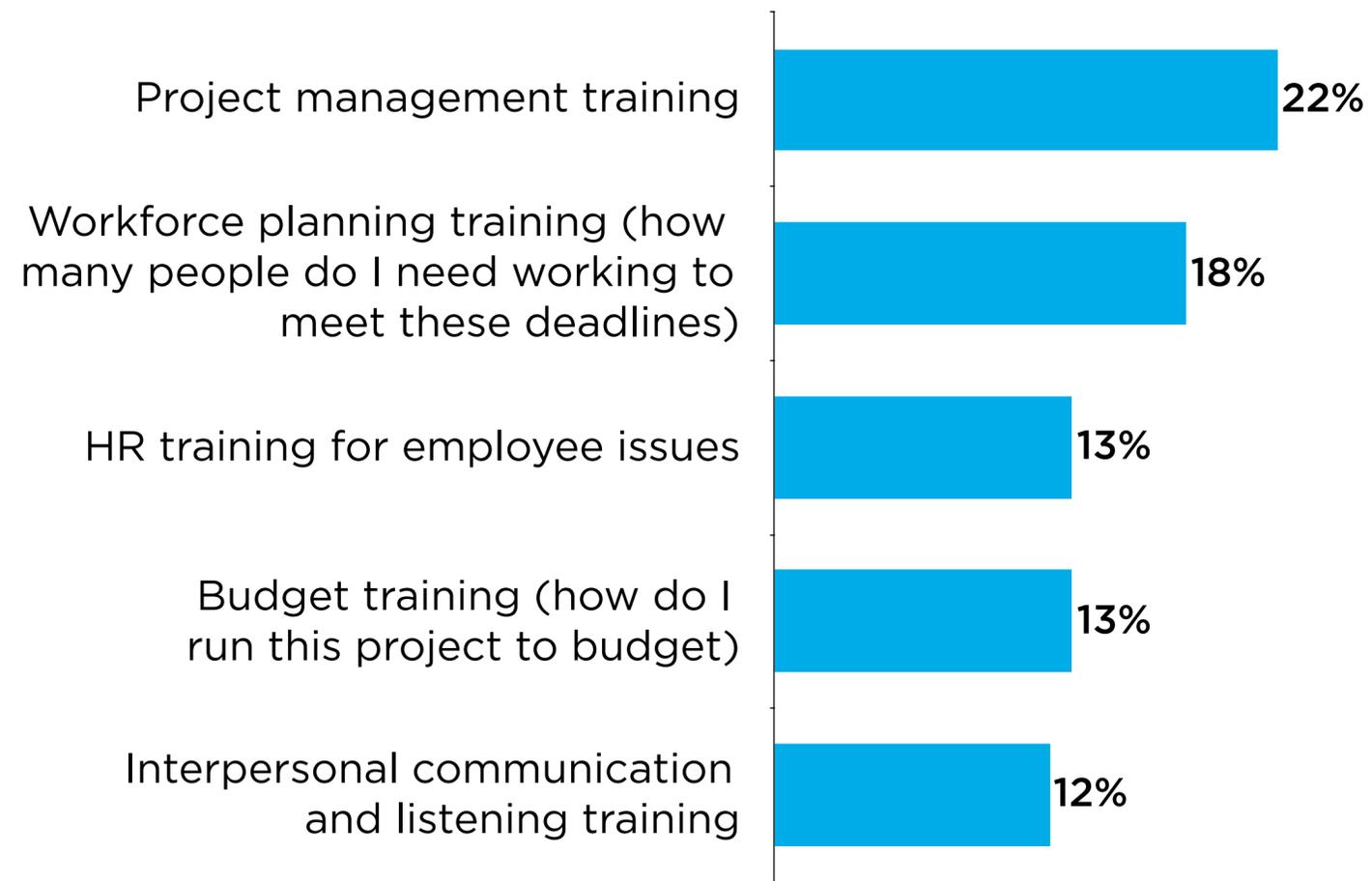


Q23. What makes a person ready for underground pipeline/utility construction management training? Please select up to two.

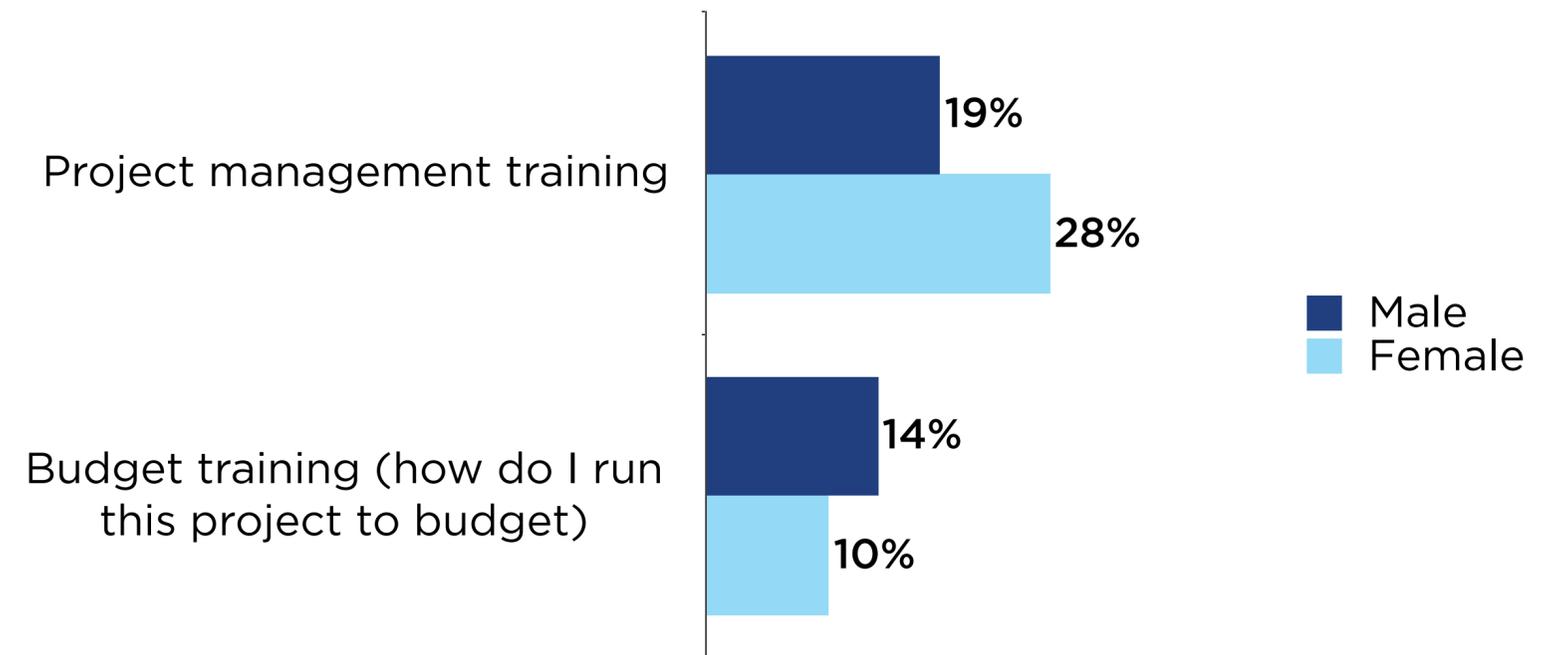
Millennials and Gen Z are most interested in training for project management and workforce planning

Women show a stronger preference for project management training while men are more interested in budget training.

Most appealing type of management training (By Total, Top 5 of 7)



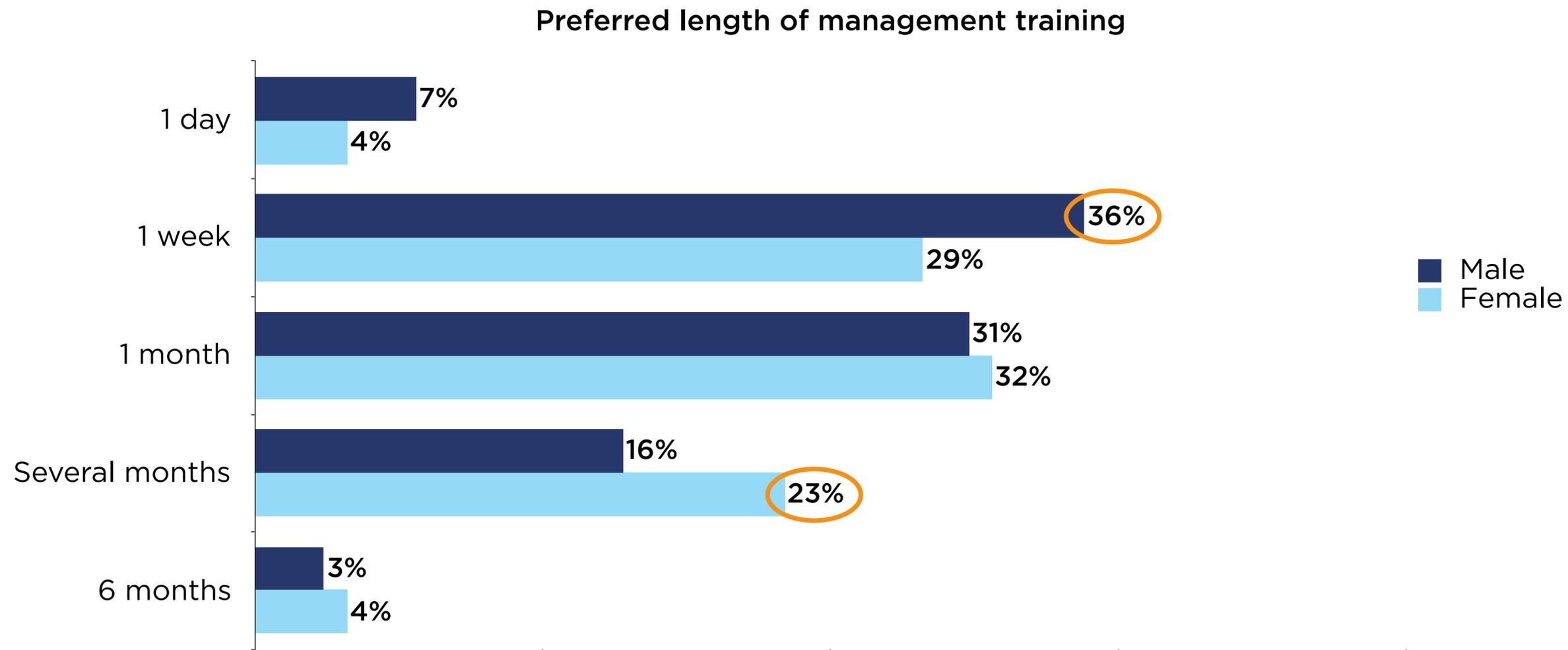
By Gender



Q18. If you were promoted to a management position, what kind of management training would be most appealing to you? Please select one.

74% of Millennial and Gen Z men think management training should take a month or less

Interestingly, men think management training should take less time than women.

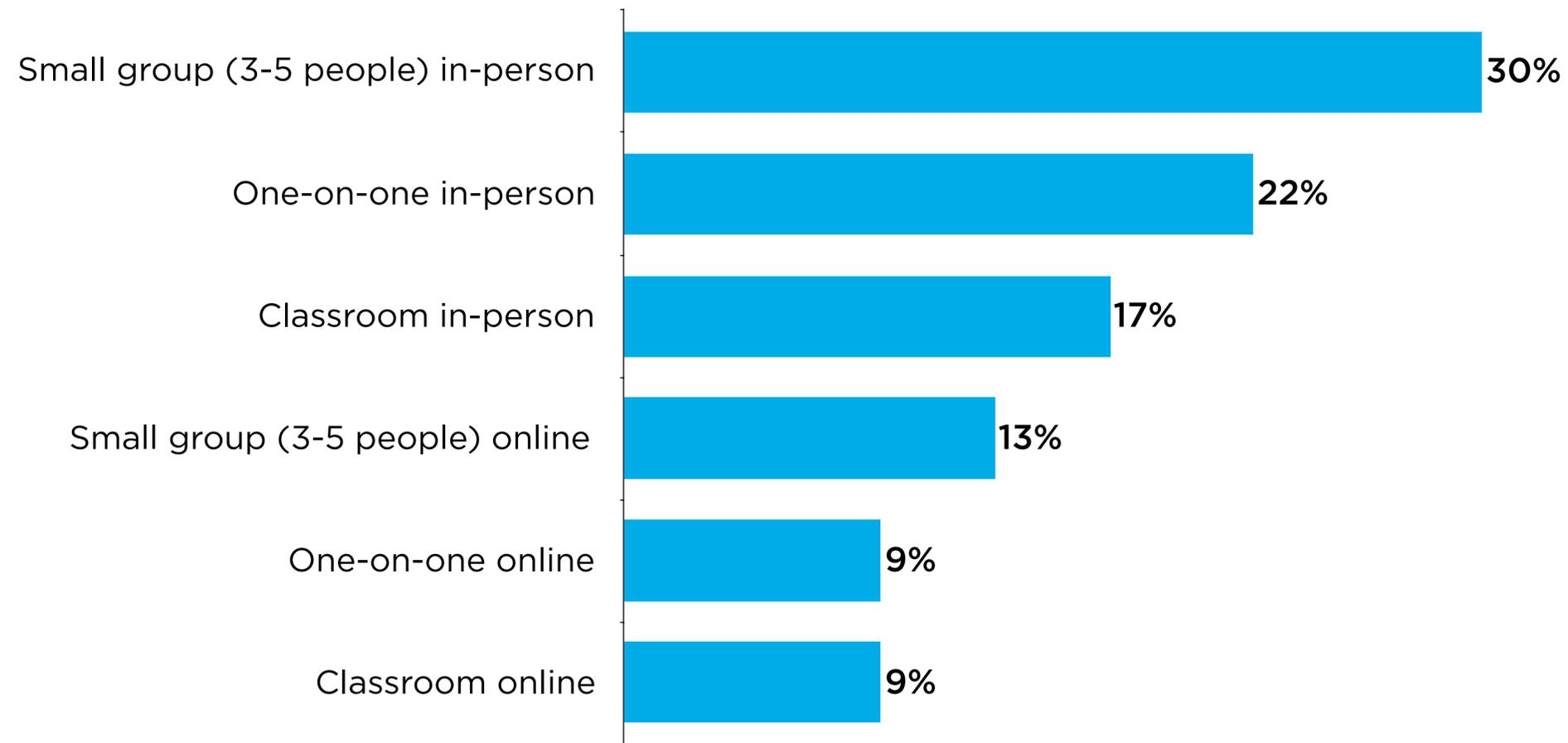


Q19. How long do you think underground pipeline/utility construction management training should take? Please select one.

Overall, Millennials and Gen Z prefer in-person experiences for management training

Small groups, one-on-one, and classroom settings are all favored more than online training methods.

Preferred setting for management training (By Total)

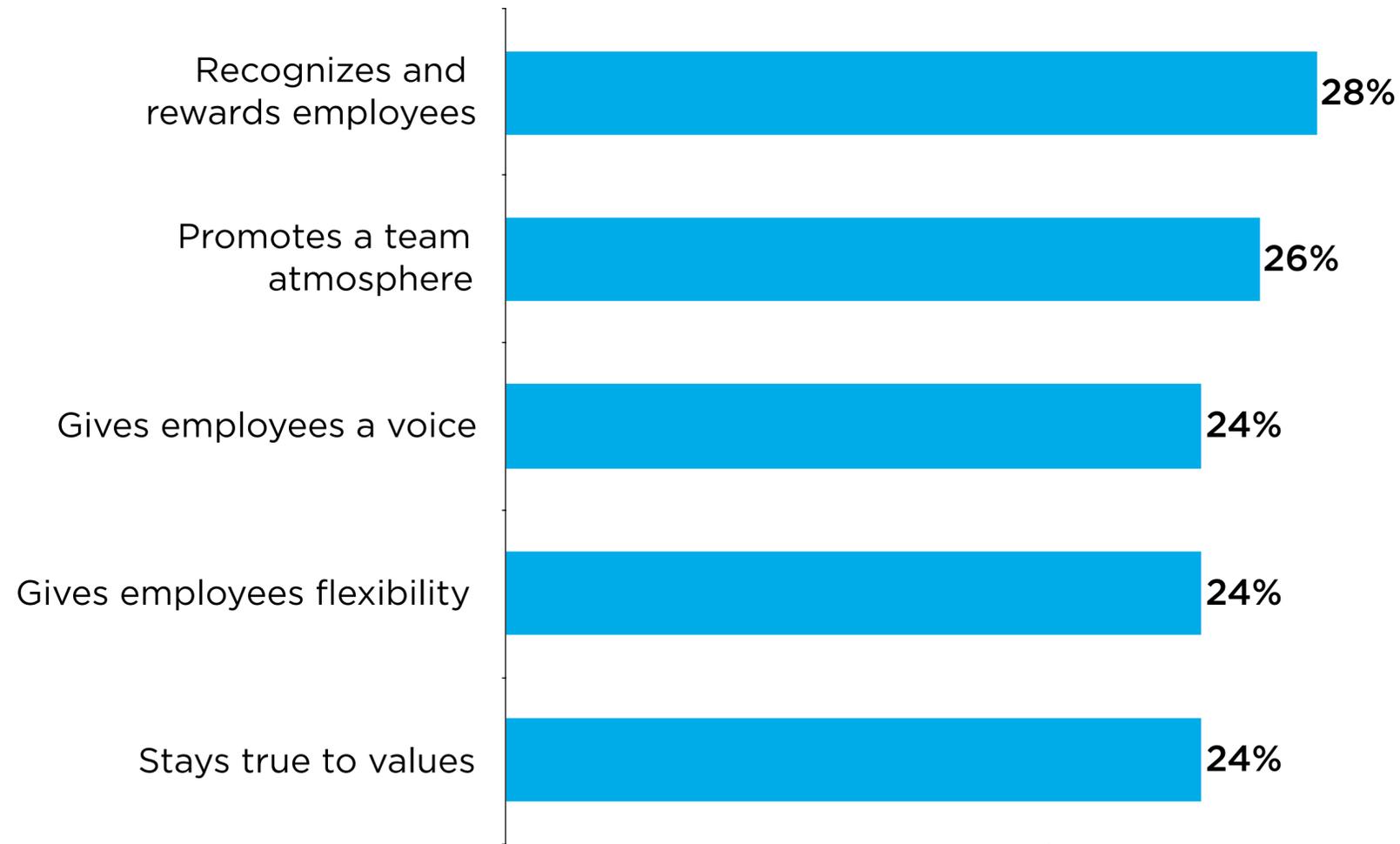


Q20. In what setting would you most like to experience underground pipeline/utility construction management training? Please select one.

Millennials and Gen Z have high expectations for a workplace culture that focuses on the employee

Recognition and promotion are key ingredients.

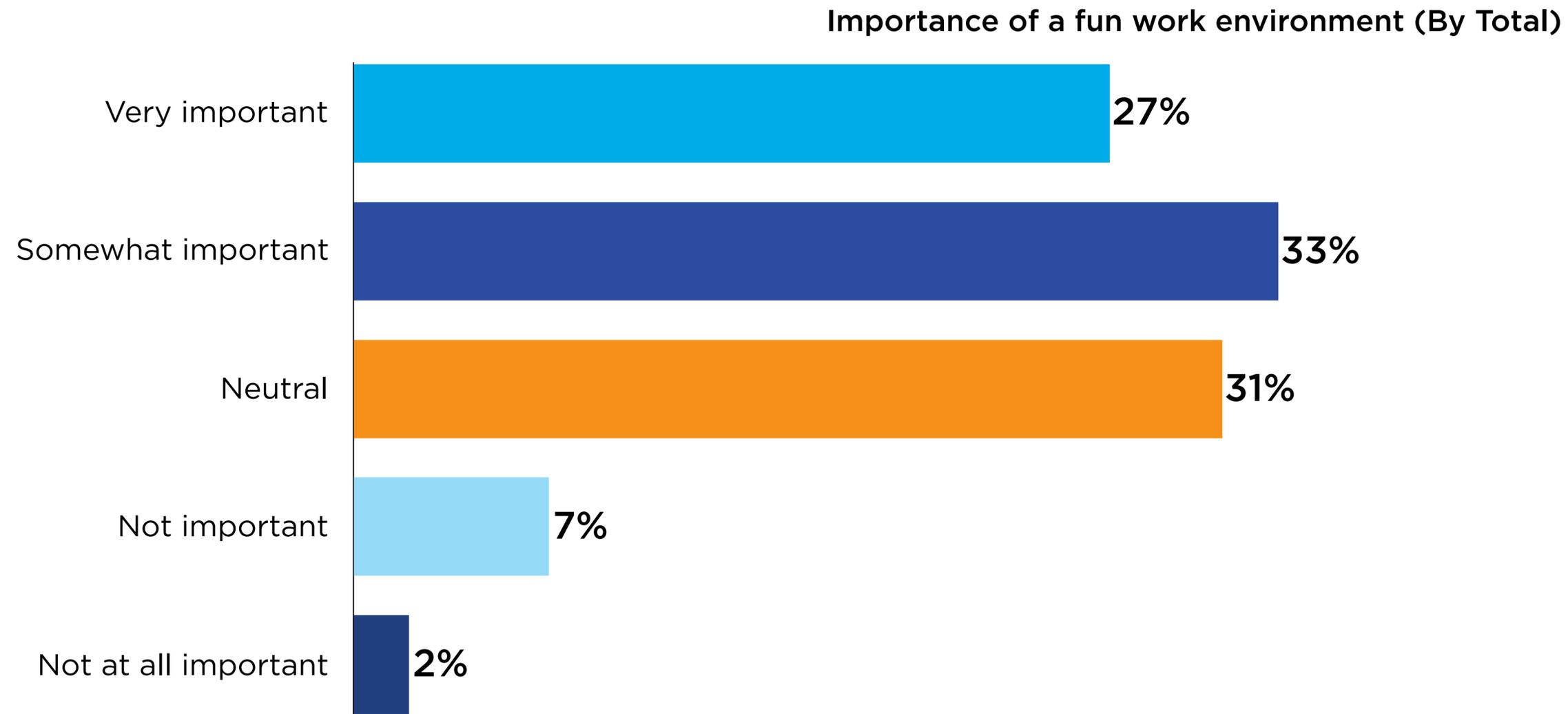
Most ideal company culture (By Total; Top 5 of 8)



Q29. What kind of company culture is most ideal for you at an underground pipeline/utility construction job? Please select up to two.

60% of Millennials and Gen Z think it's important to have a fun work environment

In fact, only 9% think that it's not important to have a work environment that's fun.



Q30. How important is it to you to have a fun work environment? Please select one.

Millennials and Gen Z think hard work should determine raises

Reliability and gaining new skills were also highly touted attributes for determining raises.

Preferred approach for determining raises (By Total)

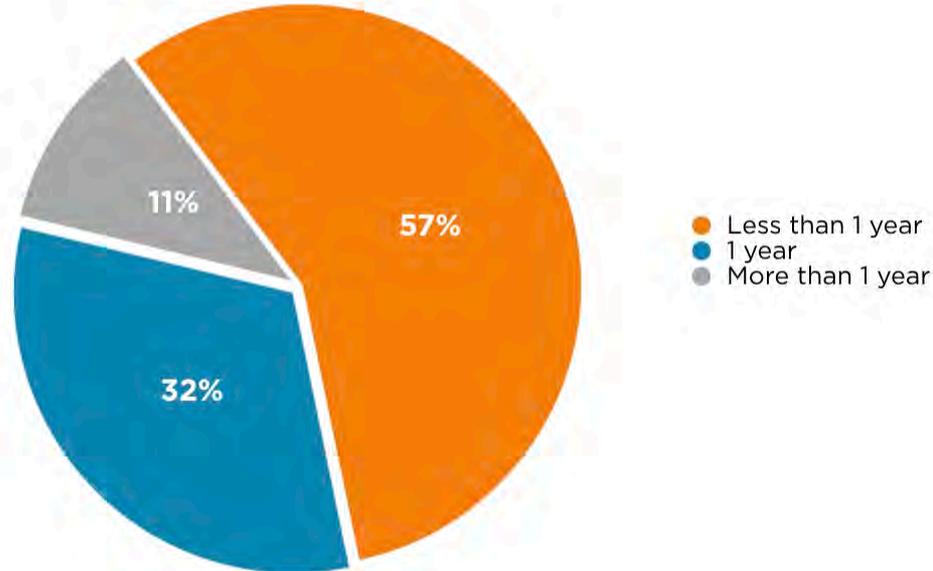


Q28. How do you think raises should be primarily determined at an underground pipeline/utility construction job? Please select up to two.

Laborers expect a salary increase in less than 1 year

57% of the total sample expect the first salary increase for a laborer position to be less than 1 year and nearly a quarter expect it at 1 year.

By Total: First Salary Increase Expectation

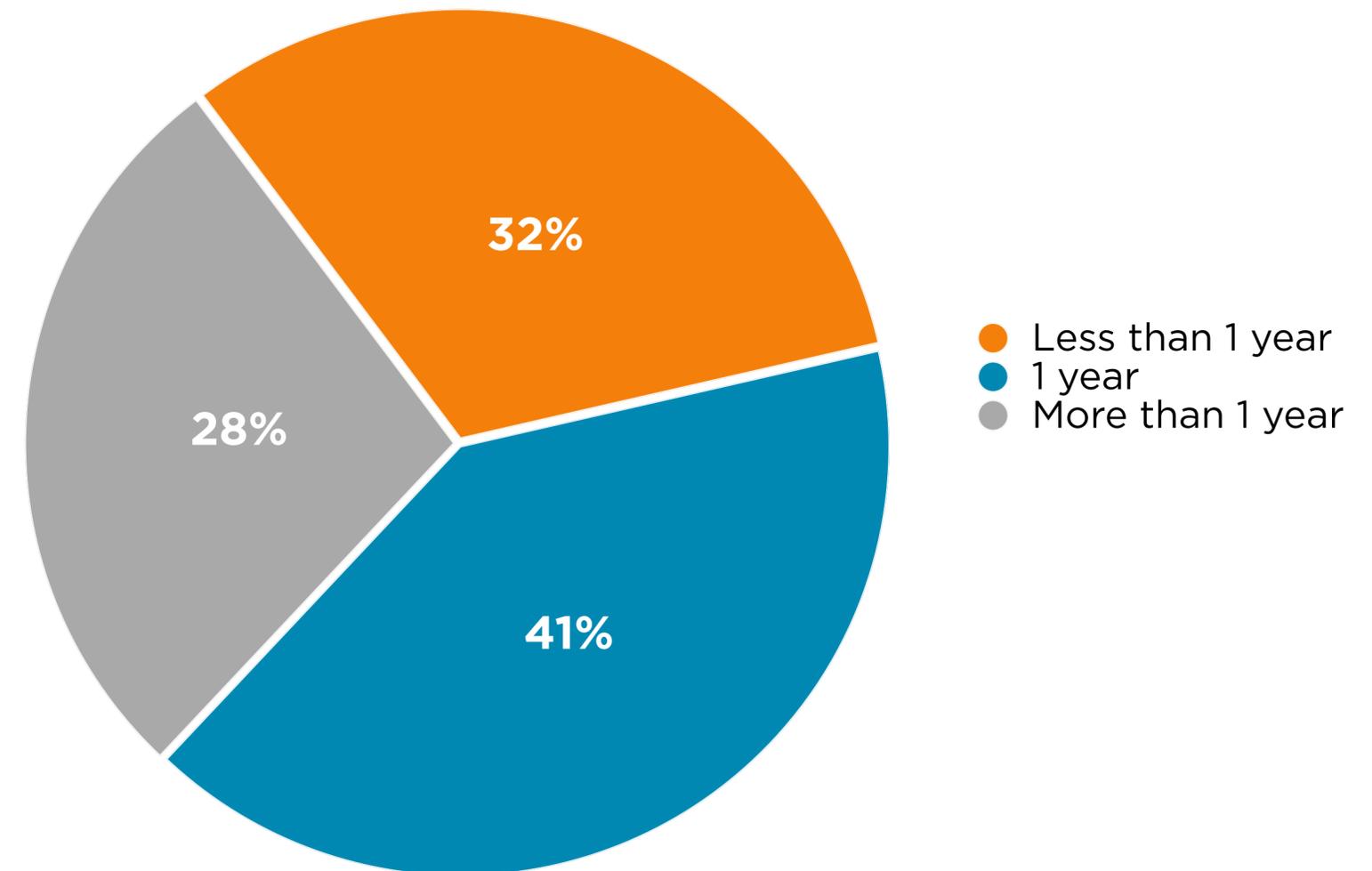


Q5. When do you expect to receive your first salary increase working in a laborer position?

41% of Millennials and Gen Z expect a promotion after 1 year as a manager

Almost 1/3 expect a promotion in less than 1 year as a manager.

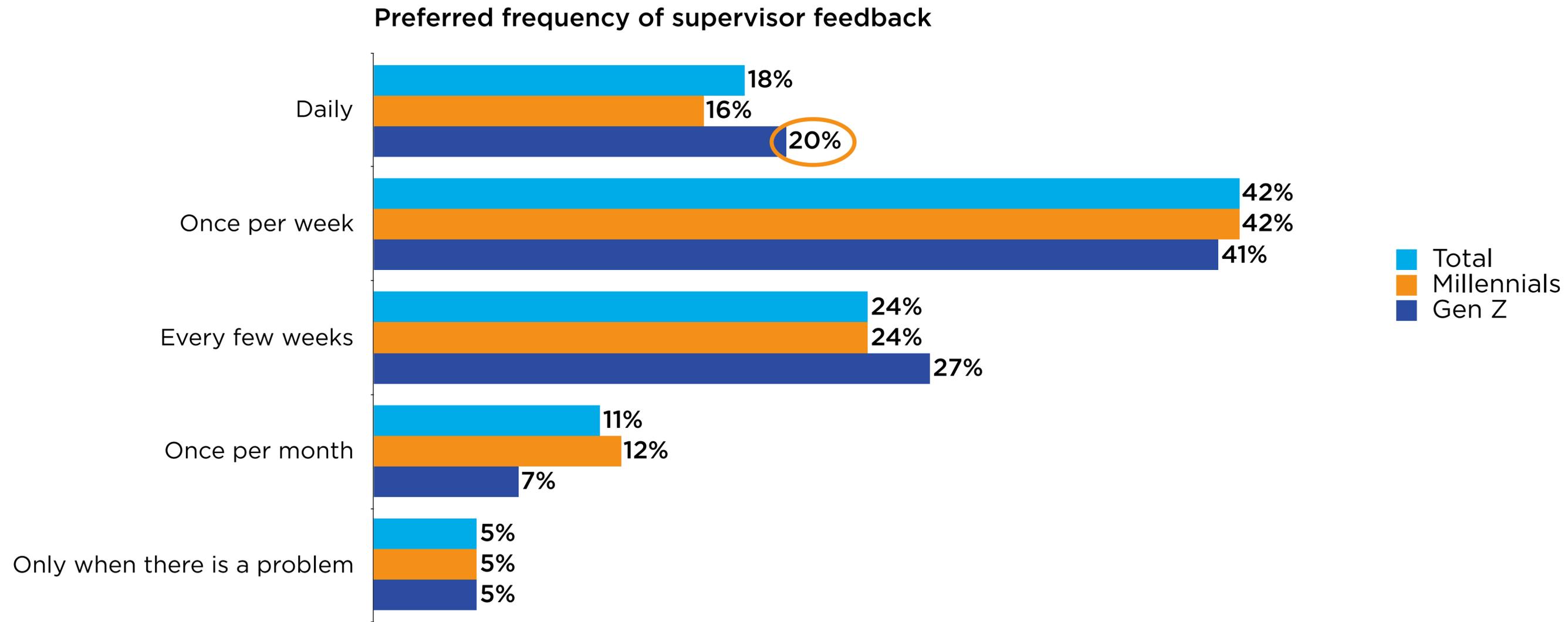
By Total: Expectation of first promotion as a manager



Q24. How long do you think you should work in your first management position before you get a raise or promotion? Please select one.

Millennials and Gen Z need performance feedback at least once a week from their supervisor

1 in 5 Gen Z need daily performance feedback to stay at their job.

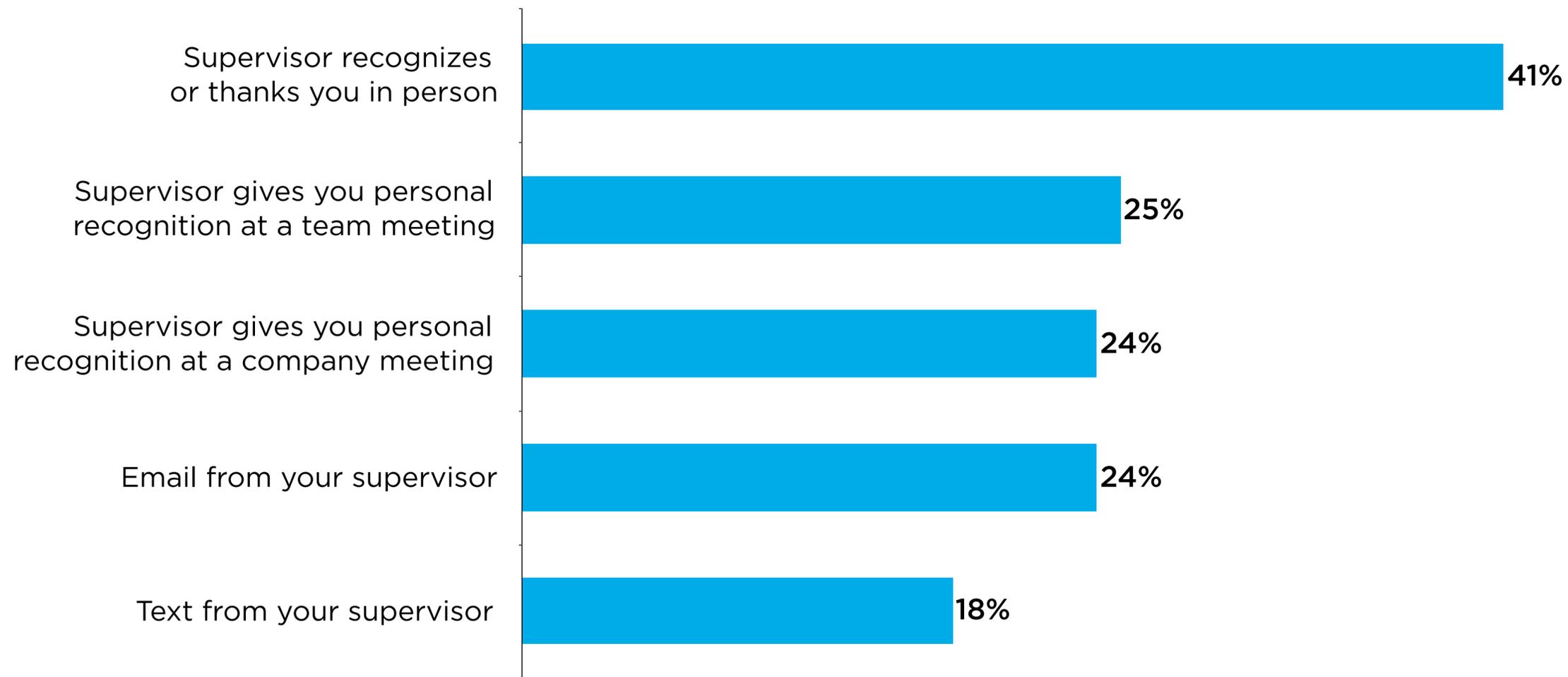


Q25. Ideally, how often would you need to get feedback from your underground pipeline/utility construction foreman or supervisor about your work performance in order to stay at your job? Please select one.

Millennials and Gen Z would like recognition and thanks in person

Also, about 1/4 would like recognition at both a team or company meeting after performing well at work.

Preferred method of supervisor personal appreciation (By Total; Top 5 of 8)



Q26. How would you most like to receive personal appreciation from your underground pipeline/utility construction manager or supervisor when you've done a good job? Please select up to two.